



# COUNTY OF SAN MATEO FY 2010-11 and FY 2011-12 RECOMMENDED BUDGET



# COUNTY OF SAN MATEO FY 2010-11 and FY 2011-12

## RECOMMENDED BUDGET



## BOARD OF SUPERVISORS

MARK CHURCH, 1ST DISTRICT  
CAROLE GROOM, 2ND DISTRICT  
RICH GORDON, 3RD DISTRICT  
ROSE JACOBS GIBSON, 4TH DISTRICT  
ADRIENNE TISSIER, 5TH DISTRICT

RECOMMENDED BY:  
DAVID S. BOESCH, COUNTY MANAGER



# COUNTY OF SAN MATEO

## FY 2010-11 and FY 2011-12

### RECOMMENDED BUDGET

RECOMMENDED BY DAVID S. BOESCH, COUNTY MANAGER  
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MARY MCMILLAN, DEPUTY COUNTY MANAGER  
PEGGY JENSEN, DEPUTY COUNTY MANAGER

*Prepared by the County Manager's Office:*

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Budget Director  
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Non-Departmental Revenue / Services

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Coroner's Office  
District Attorney / Public Administrator  
Human Services Agency  
Private Defender Program  
Probation Department  
Sheriff's Office

**JEREMY DENNIS**

County Library  
County Service Area #1  
Department of Housing  
Fire Protection  
LAFCo  
Parks Department, Parks Funds, Coyote Point  
Planning and Building Department  
Public Safety Communications  
Real Property Services  
Treasurer-Tax Collector

**JOY LIMIN**

County Support of the Courts  
Fiscal Support for CMO / BOS / Fire

**JOANNE WARD**

Budget Production  
Board of Supervisors  
Controller's Office  
County Counsel  
County Management / Intergovernmental  
and Public Affairs / Clerk of the Board / Shared Services  
Debt Service Fund  
Human Resources Department  
Information Services Department  
Message Switch

**SHANNA COLLINS**

Assessor-County Clerk-Recorder  
Capital Projects / Facilities / Construction Funds  
Department of Public Works  
Grand Jury  
Retirement (SamCERA)

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Budget System Coordination  
Department of Child Support Services  
First 5 San Mateo County  
Health System

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of San Mateo  
California**

For the Fiscal Year Beginning

**July 1, 2009**

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Emsw'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **County of San Mateo, California** for its annual budget for the fiscal year beginning **July 1, 2009**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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

# FISCAL YEAR 2010-11 AND FISCAL YEAR 2011-12 RECOMMENDED BUDGET

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## SAN MATEO COUNTY COUNTY MANAGER'S OFFICE

**Date:** May 28, 2010  
**To:** Honorable Board of Supervisors  
**From:** David S. Boesch  
**Subject:** Recommended Budget for FY 2010-11 and FY 2011-12

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### Overview

#### Purpose

This Budget Message serves to transmit and frame the Recommended Budget by providing a context for the Board of Supervisors and the community. The Budget is, ultimately, a statement about priorities. The allocations define what we will do and the outcomes we expect to be achieved given constrained resources.

San Mateo County has earned the reputation of public service innovators, who are forward thinking and act with fiscal responsibility. This requires leadership that shares a clear, strong vision. In good financial times and in these challenging financial times, your Board and the people who work for the County of San Mateo will build upon this solid foundation to achieve the goals you and the community have set. Rising to meet the challenge means that the budget is not just balanced, but equally as important it honors our commitments to the community we serve.

#### Rising To The Challenge

Adoption of the Budget moves us another critical step closer to solving the structural budget deficit problem that emerged three years ago, before the current economic downturn began. The always-difficult decision to reduce services in the coming year is necessary but not sufficient; harder choices loom ahead. The relatively good news, however, is that for another year we will be able to continue providing many services in numerous critical areas to the residents of San Mateo County by utilizing reserves that were set aside from prior year savings and as a direct result of prudent financial practices.

Recently, the process of budget balancing for local governments has become virtually continuous as circumstances change with time. And, because the fate of counties is so inextricably linked to the State of California and its mammoth deficit, that grows bigger with time and inaction, we remain constantly vigilant with a wary eye on the Capitol.

Fortunately in San Mateo County we have a plan and are taking action. We are staying the course: "*Rising to the challenge*". We are steadfast in adhering to the Budget Principles that reinforce our values of ensuring a sustainable community for future generations by: (1) being fiscally prudent and financially solvent; (2) thinking long-term, strategically in all decisions; (3) working in partnerships to minimize impacts on vulnerable populations; and (4) staying focused on our Shared Vision.

#### Shared Vision 2025

Our community came together a couple years ago to produce a cogent, coherent statement about our desired future in the year 2025. We defined our aspirations for creating a sustainable San Mateo County. San Mateo County government is committed to playing a key leadership role in realizing a:

Healthy Community - safe neighborhoods; accessible, quality health care and seamless services.

Livable Community - growth occurs near transit; affordable, livable and connected communities.

Prosperous Community - economic strategy fosters innovation, creates jobs, builds community; educational opportunities for all residents.

Environmentally Conscious Community - natural resources preserved through environmental stewardship; reducing carbon emissions; using energy, water and land more efficiently.

Collaborative Community - leaders forge partnerships, promote regional solutions; informed and engaged residents; *approach issues with fiscal accountability and concern for future impacts.*



Healthy



Livable



Prosperous



Environmentally  
Conscious



Collaborative

The Budget reflects and is organized around the County's commitment to fulfilling our goals and realizing our shared vision as a community. The document is structured by community outcome, with narratives that describe the programs we provide, the resources that are required and the performance metrics that track and assess progress.

**RECOMMENDED FY2011 BUDGET**

Current estimates are that revenues will remain relatively flat for the foreseeable future, whereas costs will continue to increase at a rate significantly faster. This results in a widening gap and a larger problem over time. The Recommended Budget for FY2010-11 slows the rate of growth in this gap by reducing expenditures by \$36 million. It does, however, require the use of \$99 million from County reserves. Since FY2007-08, the County has bridged its annual budget deficits by using \$\_\_\_million from reserves.

The Recommended Budget for FY2010-11 (FY2011) includes increases in General Fund support (Net County Cost) to departments of \$24 million, even after \$36 million in program and service reductions. How can this be? It is due to two primary reasons: First, retirement fund losses require that the County's annual employer contribution to fund employees' pension benefits increases \$46 million; and, second, declining Prop 172 (Public Safety Sales Tax) revenues are proposed to be backfilled with \$12 million in County funding. If program expenditure reductions had not been made in all departments, the Budget would have gone up by \$58 million for these two reasons alone, further exacerbating the structural imbalance.

The following table displays Total Requirements and Authorized Positions for all funds, which includes the General Fund, the County's primary operating fund used to account for basic governmental activities, and all Non-General Fund departments and programs, including the San Mateo Medical Center and County Airports Enterprise Funds, Public Works Utility Districts, Motor Pool and Construction Services Internal Service Funds, and other Special Revenue Funds such as Structural Fire and the County Library. Total Requirements in the FY 2010-11 Recommended Budget for all funds is \$1.77 million and 5,428 authorized positions and the General Fund is \$1.23 million and 3,944 authorized positions.

| TOTAL REQUIREMENTS - ALL FUNDS |                    |                        |              |          |                        |
|--------------------------------|--------------------|------------------------|--------------|----------|------------------------|
| All County Funds               | FY 2009-10 Revised | FY 2010-11 Recommended | Change       | % Change | FY 2011-12 Recommended |
| Total Budget                   | \$ 1,759,509,164   | \$ 1,767,189,347       | \$ 7,680,183 | 4.4%     | \$ 1,642,955,204       |
| Total Positions                | 5,566              | 5,428                  | (138)        | -2.5%    | 5,426                  |

In anticipation of and in preparation for an even tougher Budget than prior years, the departments were given specific Net County Cost reduction targets earlier than usual. Recognizing that after successive years of reductions that the "low hanging fruit" is gone, and that decisions get progressively harder and the corresponding impacts on services, our workforce and residents are greater, departments engaged employees and stakeholders early and often as they refined their strategies, drawing upon the Principles and Strategies the Board approved. With the recommended \$36 million in program reductions, the Budget is balanced by using \$99 million from reserves, leaving a current year-end balance of \$\_\_\_million. Without the recommended reductions of \$36 million, the County would drawdown a total of \$135 million in FY2011 from reserves.

The following table itemizes the proposed changes for FY2010-11 by department, with subtotals by community outcome area. Embedded within the department lines are changes in salaries and benefits, as well as the departments' strategies to reduce \$36

million in General Fund support. Despite cost-cutting measures, salary and benefits increases (\$3.5 million and \$46 million, respectively) are not fully offset. Therefore, the FY2011 General Fund Budget actually increases by 4.6%.

As proposed, the General Fund budget increases \$24 million or 6% overall: Healthy Community increases nearly 9% and Prosperous Community increases 3%; while Livable, Environmentally Conscious and Collaborative Community outcomes decrease 8%, 3.5% and 2%, respectively. In the case of criminal justice departments, significant reductions in statewide revenues and funding increased Net County Cost / General Fund support in order to avoid deeper cuts.

| General Fund Net County Cost                |  |                      |                        |                     |
|---|--|----------------------|------------------------|---------------------|
| FY 2009-10 Adopted & FY 2010-11 Recommended |  |                      |                        |                     |
| Department / Agency                         | General Fund Department / Agency Name              | FY 2009-10 Adopted   | FY 2010-11 Recommended | FY 2010-11 Change   |
| 5000D-5850D                                 | Health System*                                     | 111,030,361          | 100,820,311            | (10,210,050)        |
| 3000B                                       | Sheriff's Office                                   | 79,953,130           | 98,805,293             | 18,852,163          |
| 3200B                                       | Probation  | 41,001,961           | 43,976,788             | 2,974,827           |
| 2800B                                       | Private Defender                                   | 15,560,529           | 15,560,529             | 0                   |
| 2510B                                       | District Attorney/Public Administrator             | 9,913,301            | 14,209,968             | 4,296,667           |
| 2700B                                       | County Support of the Courts                       | 10,740,131           | 10,740,131             | 0                   |
| 1240B                                       | Public Safety Communications                       | 2,181,461            | 2,801,282              | 619,821             |
| 3300B                                       | Coroner's Office                                   | 2,080,637            | 1,989,372              | (91,265)            |
|   | <b>Healthy Community - Total</b>                   | <b>272,461,511</b>   | <b>288,903,674</b>     | <b>16,442,163</b>   |
| 7000B                                       | Human Services Agency                              | 28,089,287           | 29,080,492             | 991,205             |
| 1700B                                       | Human Resources Department                         | 3,682,280            | 3,701,677              | 19,397              |
| 2600B                                       | Child Support Services                             | 0                    | 0                      | 0                   |
|   | <b>Prosperous Community - Total</b>                | <b>31,771,567</b>    | <b>32,782,169</b>      | <b>1,010,602</b>    |
| 3800B                                       | Planning and Building Department                   | 1,789,667            | 1,649,922              | (139,745)           |
| 3570B                                       | LAFCo  | 0                    | 0                      | 0                   |
| 7900B                                       | Department of Housing (TBD)                        | 0                    | 0                      | 0                   |
|   | <b>Livable Community - Total</b>                   | <b>1,789,667</b>     | <b>1,649,922</b>       | <b>(139,745)</b>    |
| 3900B                                       | Parks Department                                   | 6,543,331            | 6,171,974              | (371,357)           |
| 1260B                                       | Agricultural Weights & Measures                    | 1,260,198            | 1,397,151              | 136,953             |
| 4500B                                       | Public Works-General Fund                          | 616,055              | 554,450                | (61,606)            |
| 1220B                                       | Real Property Services                             | 0                    | 0                      | 0                   |
|   | <b>Environmentally Conscious Community - Total</b> | <b>8,419,584</b>     | <b>8,123,575</b>       | <b>(296,009)</b>    |
| 1300B                                       | Assessor-Clerk-Recorder                            | 8,758,920            | 8,966,238              | 207,318             |
| 1200B                                       | County Manager/Clerk of the Board                  | 7,208,356            | 6,427,423              | (780,933)           |
| 1400B                                       | Controller's Office                                | 6,130,807            | 6,066,890              | (63,917)            |
| 1600B                                       | County Counsel                                     | 3,829,955            | 3,936,660              | 106,705             |
| 1100B                                       | Board of Supervisors                               | 3,094,918            | 3,669,530              | 574,612             |
| 1500B                                       | Treasurer-Tax Collector                            | 1,105,974            | 1,213,376              | 107,402             |
| 1920B                                       | Grand Jury   | 547,968              | 547,968                | 0                   |
| 1800B                                       | Information Services                               | 0                    | 0                      | 0                   |
|   | <b>Collaborative Community - Total</b>             | <b>30,676,898</b>    | <b>30,828,085</b>      | <b>151,187</b>      |
|   | <b>Total - Operating Departments</b>               | <b>345,119,227</b>   | <b>362,287,425</b>     | <b>17,168,198</b>   |
| 8100B                                       | Appropriation for Contingencies                    | 30,324,876           | 30,704,543             | 379,667             |
| 8000B                                       | Non-Departmental Services*                         | (375,444,103)        | (392,991,968)          | (17,547,865)        |
|   | <b>Total - Non-Departmental</b>                    | <b>(345,119,227)</b> | <b>(362,287,425)</b>   | <b>(17,168,198)</b> |
|   | <b>Totals</b>                                      | <b>0</b>             | <b>0</b>               | <b>0</b>            |

\*A change in accounting procedures for the Health Plan of San Mateo Intergovernmental Transfer (HPSM IGT) has had the dual affect of overstating the Net County Cost reduction for the San Mateo Medical Center and understating the increased amount of Net County Cost allocated to operating departments by \$9 million. The actual increase in Net County Cost allocated to operating departments and Contingencies is \$26,547,865. Likewise, the actual reduction in Net County Cost for the San Mateo Medical Center is \$1,271,208.

The following table aggregates by type the cost adjustments reflected by department and outcome above.

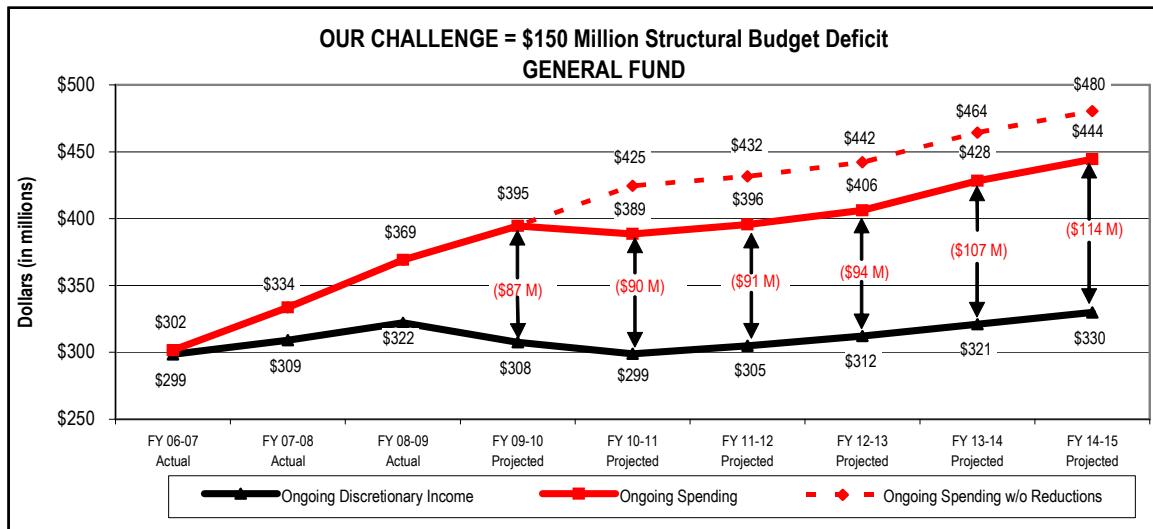
| Ongoing Net County Cost Adjustments                       | FY 2010-11          |
|---|---------------------|
| Negotiated Salary and Benefit Increases                   | \$3,425,471         |
| Retirement Increases                                      | 45,860,303          |
| Public Safety Sales Tax (Proposition 172) Backfill        | 11,987,433          |
| Salary and Benefit Revenue Offsets                        | (10,130,384)        |
| Net County Cost Reductions*                               | (26,898,143)        |
| Realignment VLF Shortfall in Medical Center Contributions | 845,433             |
| Increase in County Reserves Policy 3% Contingency         | 379,667             |
| Ineligible AB 939 Waste Diversion Fee Backfill            | 360,393             |
| Other Miscellaneous Cost Increases                        | 717,692             |
| <b>Total Ongoing Net County Cost Adjustments</b>          | <b>\$26,547,865</b> |

\* Additional ongoing reductions of \$9,173,448 have been made in Non-Departmental Services.

In addition, the Recommended Budget includes the following one-time, nonrecurring costs. The chronic imbalance in the Fire Fund still requires a long-term solution; therefore, it is treated again in FY2010-11 as a one-time appropriation.

| One-Time Transfers                   |                    |
|--------------------------------------|--------------------|
| November 2010 Gubernatorial Election | \$952,770          |
| Rent Stabilization Funding           | 1,045,498          |
| Structural Fire Fund Backfill        | 1,050,791          |
| <b>Total One-Time Transfers</b>      | <b>\$3,049,059</b> |

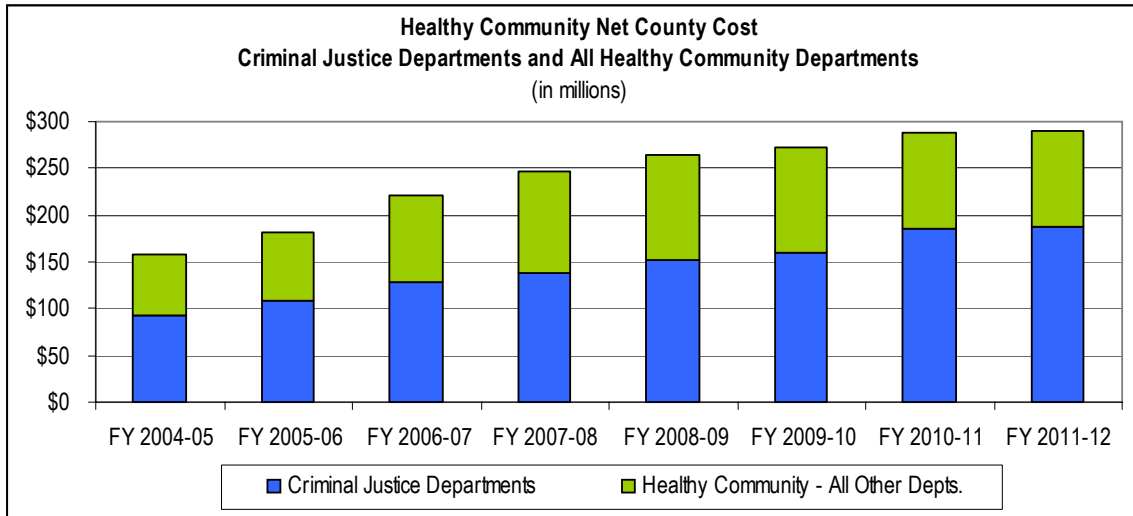
The proposed FY2011 Budget positively affects the structural gap between revenues and expenditures as can be readily seen in the following graph. The graph shows the widening gap between ongoing spending and discretionary revenues and the dampening affect that the \$36 million in reduced spending has on reserves requirements over time.



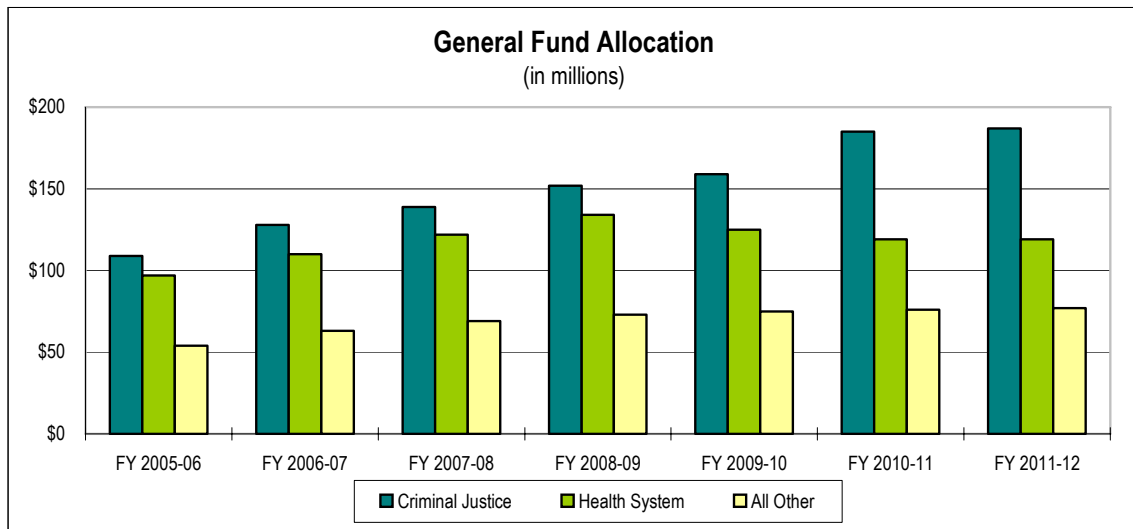
In the current fiscal year (FY2009-10), we are projecting to draw down \$89 million from reserves in order to balance the budget. (A recent accounting adjustment has been incorporated into the General Fund five-year financial forecast; the graph reflects a reduction in intergovernmental transfer income starting in FY2010-11 of \$11 million. There is a corresponding offset in expense, so there is no net impact on the deficit.) As a result of cost reductions planned for FY2011, the gap between income and spending

is reduced \$36 million, from \$135 to \$99 million. Without further efforts to solve the annual deficit, the projected gap exceeds \$100 million every year indefinitely.

From FY2004-05 to FY2010-11, the Net County Cost for criminal justice departments increased 100% with other departments in the Healthy Community outcome increasing approximately 60%. The chart below depicts increased spending in criminal justice of \$25.5 million in FY2011, a decrease of \$2.2 million elsewhere and a net increase of \$23.4 million.



The ratio of General Fund spending on criminal justice, health-related and all other County services had been fairly constant at 43%, 37% and 20%, respectively. In FY2011, it shifts as a result of disproportionate salary and retirement cost increases and the use of County General Fund discretionary dollars to backfill reduced Prop 172 revenues. As a result, criminal justice departments combined now constitute 47% with Health dropping to roughly 27% of the General Fund allocation.



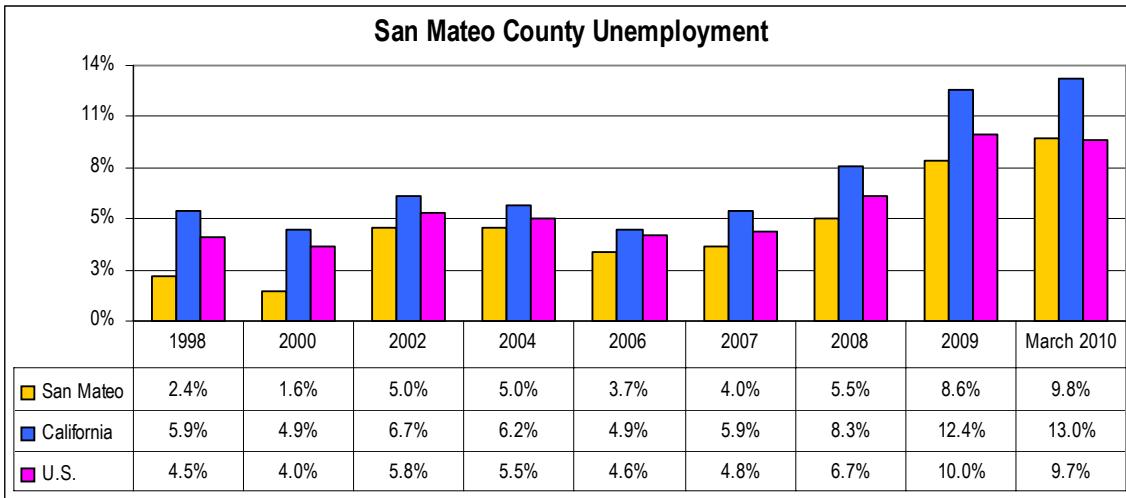
**Impacts to Services and Residents**

Combined with reductions from other sources, the recommended cut of \$36 million in General Fund allocations to departments will impact services to our residents and staffing levels. Departments have endeavored to minimize impacts wherever possible by choosing strategies such as eliminating additional vacant positions, cutting overtime and temporary help, deferring certain operating expenses and redistributing workloads. Revenue proposals include increasing fees for services and reimbursement rates, and exploring shared service arrangements with other agencies. It is clear that reductions in funding, as a result of State cutbacks or reduced General Fund support, will result in fewer and smaller contracts with community-based service providers,

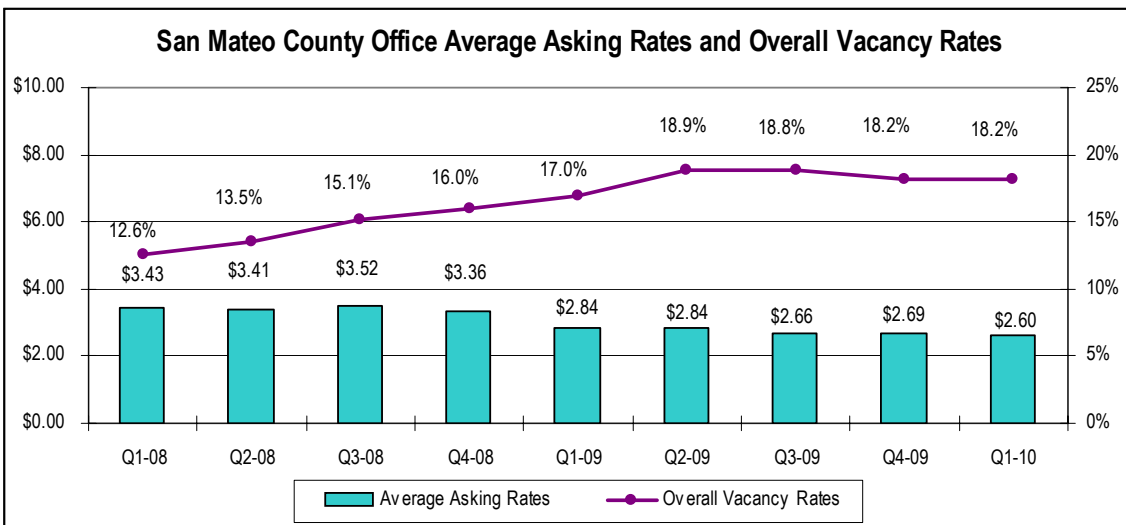
fewer patients being seen or customers/clients served, reduced enrollments in programs and increased wait times, and a smaller workforce of County employees.

**ECONOMIC CONDITIONS**

The world economy remains weak with considerable volatility. While some point to signs of improvement, the factors affecting state and local government finance have yet to show any real improvement or rebound. The following charts show trends over time and the relative severity of the current economic recession. Unemployment rates are an important leading indicator of an economic recovery. For state and local governments, it often portends of future consumer spending that eventually generates sales tax and real estate transactions (property taxes and transfer fees), as well as payroll taxes that are important to the State.



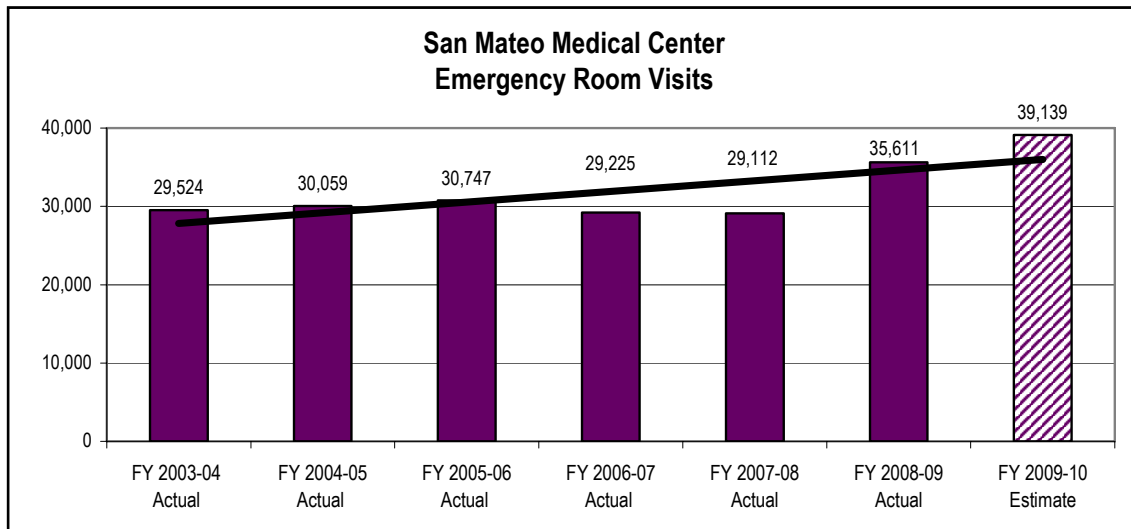
Office and industrial vacancy rates and average rents indicate the relative strength of the business sector in the form of demand for available space, and can precede a resurgence in overall employment as businesses locate and/or expand operations.

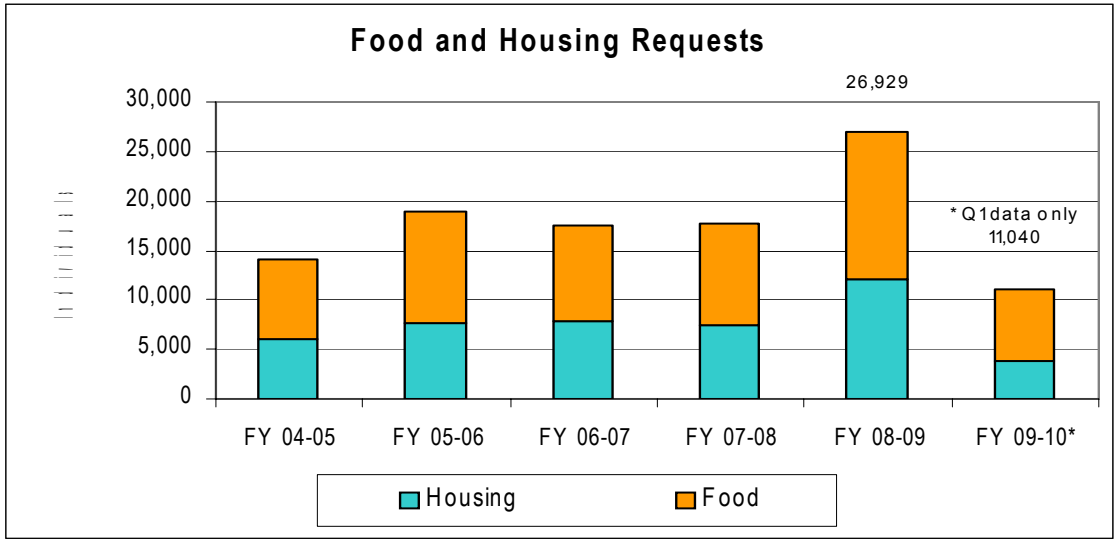


Complementary indicators that have become more important in terms of gauging local economic health deal with the state of the housing market. One indication of relative strength or weakness that relates to unemployment and business vitality is the level of defaults and bankruptcies. Because the San Mateo housing market is comparatively stable, the chart below demonstrates that we have fewer homes at risk and that we are lagging the shakeout that has already occurred in other housing markets as they have already gone through massive workouts between homeowners and lenders/creditors.

| Notices of Default      |                     |                     |                               |                     |                               |
|-------------------------|---------------------|---------------------|-------------------------------|---------------------|-------------------------------|
|                         | 4th Quarter<br>2007 | 4th Quarter<br>2008 | % Change from<br>2007 to 2008 | 4th Quarter<br>2009 | % Change from<br>2008 to 2009 |
| California              | 81,550              | 75,230              | -7.7%                         | 84,568              | 12.4%                         |
| SF Bay Area             | 12,704              | 1,157               | -12.2%                        | 13,594              | 21.8%                         |
| Alameda County          | 2,573               | 2,363               | -8.2%                         | 2,806               | 18.7%                         |
| Contra Costa County     | 3,805               | 3,135               | -17.6%                        | 3,501               | 11.7%                         |
| Marin County            | 224                 | 194                 | -13.4%                        | 305                 | 57.2%                         |
| Napa County             | 220                 | 184                 | -16.4%                        | 268                 | 45.7%                         |
| San Francisco County    | 334                 | 302                 | -9.6%                         | 465                 | 54.0%                         |
| <b>San Mateo County</b> | <b>625</b>          | <b>651</b>          | <b>4.2%</b>                   | <b>903</b>          | <b>38.7%</b>                  |
| Santa Clara County      | 2,162               | 2,101               | -2.8%                         | 2,816               | 34.0%                         |
| Solano County           | 1,793               | 1,418               | -20.9%                        | 1,652               | 16.5%                         |
| Sonoma County           | 968                 | 809                 | -16.4%                        | 878                 | 8.5%                          |

The charts above also provide some insight into what we experience in terms of the prolonged needs in the community and increased demands on County services. The affects of a down-cycle economy are many and varied. The County is experiencing unprecedented increases in demand for safety net services from people who for their first time need assistance from us. Health and Human Services employees are on the frontline struggling to address surging demands for lifeline services with limited resources.



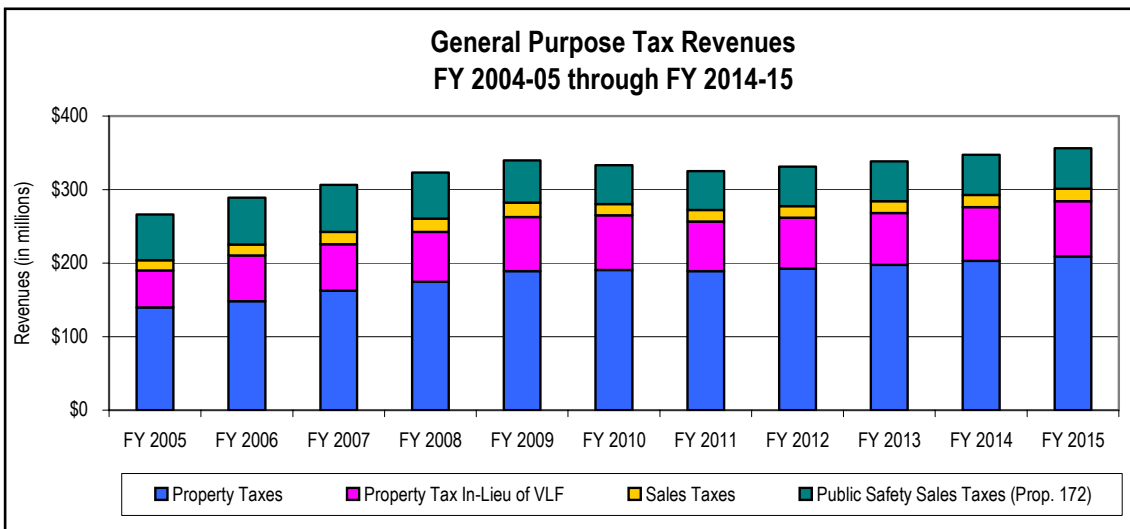


**STRUCTURAL BUDGET DEFICIT**

The County recognized that it had a chronic structural budget deficit problem over three years ago. We responded quickly by putting updated policies and practices into place and implementing measures to address spending. Since then, the structural budget deficit has grown larger, as the economy worsened and underlying assumptions were revisited. What started as an estimated \$48 million structural imbalance in FY2007-08, was recalculated to be \$100 million last year and has escalated since to \$150 million in FY 2014-15. The magnitude of the problem combined with the use and depletion of reserves balances in the interim adds to the urgency to make changes sooner than later.

**Projected Revenues**

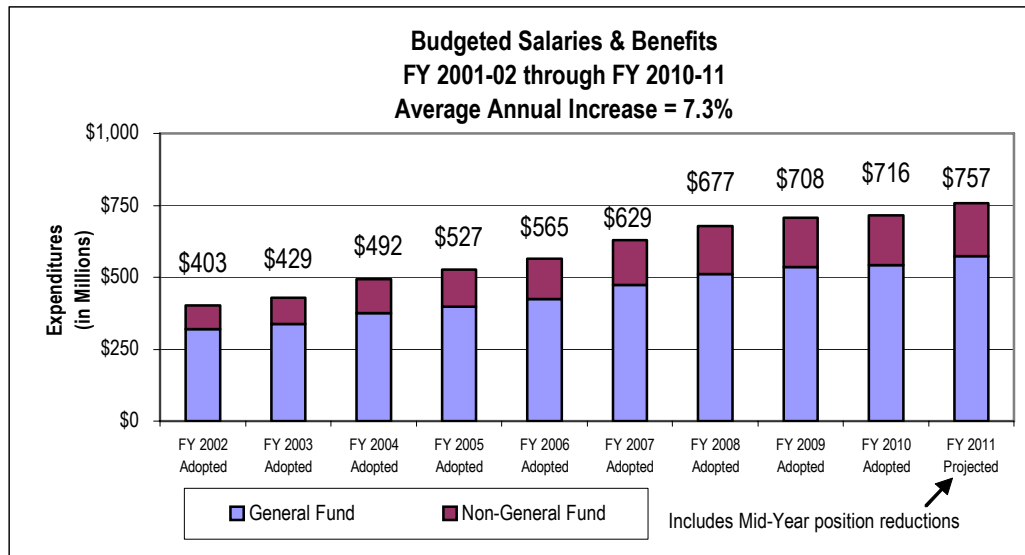
Over the preceding four years prior to FY2009-10, General Fund revenues, including Public Safety Sales Tax (Prop 172), increased 4% or \$12 million per year. Revenues over the next five years are projected to increase less than half the historic rate, at 1.5% or less than \$6 million per year. The following chart shows this trend over time.





## Planned Expenditures

As a service provider, 60% of the County's costs are associated with personnel. A 1% increase in salary or benefits increases costs by \$5 million. Even though the total number of employees continues to shrink, the impact of retirement contributions, health insurance premiums and employee compensation means expenditures continue to outpace revenues and will do so for the foreseeable future.



The structural deficit for current FY2010 is projected at \$89 million, including \$20 million to backfill behind anticipated State funding cuts. To reduce reliance on reserves and take another step toward restoring a structural balance, departments have identified a total of \$36 million in Net County Cost reductions for the coming fiscal year. The following table summarizes the General Fund structural deficit and recommended solutions to take effect in FY2011 and in subsequent years. The table is helpful in seeing what factors are contributing to the growing deficit and how different solutions effect the bottom line goal of solving the structural imbalance.

| General Fund Projected Structural Budget Deficit FY 2011 to FY 2015 |                   |                   |                   |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Dollars (in thousands)  | FY 2011           | FY 2012           | FY 2013           | FY 2014           | FY 2015           |
| <b>FY 2009-10 Structural Deficit With Out State Cuts</b>            | <b>\$ 66,985</b>  | <b>\$ 66,985</b>  | <b>\$ 66,985</b>  | <b>\$ 66,985</b>  | <b>\$ 66,985</b>  |
| <b>PROJECTED EXPENDITURE INCREASES</b>                              |                   |                   |                   |                   |                   |
| Salaries and Benefits Increases-Cumulative                          | \$ 49,286         | \$ 58,007         | \$ 70,753         | \$ 97,889         | \$ 117,616        |
| Medium Security Facility Reopening                                  | 5,200             | 5,200             | 5,200             | 5,200             | 5,200             |
| Capital Improvements to Existing Facilities                         | 250               | 513               | 788               | 1,078             | 1,381             |
| Ongoing Debt Service-Existing Facilities                            | (200)             | (152)             | (103)             | (53)              | (3)               |
| Technology Maintenance/Upgrade Existing Apps                        | 142               | 292               | 448               | 613               | 786               |
| Private Defender Program - Contract Increases                       | -                 | -                 | 633               | 1,284             | 1,955             |
| Structural Fire Fund Deficit  | 114               | 236               | 362               | 488               | 614               |
| Non-AB 939 Programs Funded by General Fund                          | 1,246             | 1,246             | 1,246             | 1,246             | 1,246             |
| Backfill State Budget Reductions                                    | 20,000            | 20,000            | 20,000            | 20,000            | 20,000            |
| <b>Projected Expenditures Subtotal</b>                              | <b>\$ 76,038</b>  | <b>\$ 85,342</b>  | <b>\$ 99,328</b>  | <b>\$ 127,745</b> | <b>\$ 148,796</b> |
| <b>PROJECTED REVENUE GROWTH</b>                                     |                   |                   |                   |                   |                   |
| General Revenue Growth-Cumulative                                   | \$ (532)          | \$ 5,300          | \$ 12,595         | \$ 21,358         | \$ 30,373         |
| Public Safety Sales Tax Rev Growth-Cumulative                       | -                 | 485               | 974               | 1,468             | 1,967             |
| New AB 939 Revenues   | 1,175             | 1,175             | 1,175             | 1,175             | 1,175             |
| Department Salary and Benefit Offsets-Cumulative                    | 10,164            | 12,070            | 14,937            | 20,796            | 25,150            |
| Reduction in Medical Center Subsidy                                 | 6,657             | 6,657             | 6,657             | 6,657             | 6,657             |
| <b>Projected Revenues Subtotal</b>                                  | <b>\$ 17,464</b>  | <b>\$ 25,686</b>  | <b>\$ 36,338</b>  | <b>\$ 51,454</b>  | <b>\$ 65,322</b>  |
| <b>PROJECTED STRUCTURAL BUDGET DEFICIT</b>                          | <b>\$ 125,559</b> | <b>\$ 126,640</b> | <b>\$ 129,974</b> | <b>\$ 143,275</b> | <b>\$ 150,458</b> |
| <b>SOLUTIONS</b>  |                   |                   |                   |                   |                   |
| One-Time Solutions / Reserves                                       | \$ 90,527         | \$ 51,640         | \$ 29,974         | \$ -              | \$ -              |
| Department Reductions / Multi-Department Strategies                 | 35,032            | 50,000            | 50,000            | 50,000            | 50,000            |
| Concessions from Labor  | -                 | 25,000            | 25,000            | 25,000            | 25,000            |
| New Revenues (Sales Tax, UUT, Business Lic Tax)                     | -                 | -                 | 25,000            | 25,000            | 25,000            |
| <b>TOTAL SOLUTIONS</b>  | <b>\$ 125,559</b> | <b>\$ 126,640</b> | <b>\$ 129,974</b> | <b>\$ 100,000</b> | <b>\$ 100,000</b> |
| <b>REQUIRES ADDITIONAL SOLUTIONS</b>                                | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ 43,275</b>  | <b>\$ 50,458</b>  |

### Key Assumptions

- General purpose revenues will grow at an average annual rate of \$5.9 million or 1.6% from FY 2010-11 through FY 2014-15. At this point in time, Property Tax In-Lieu of VLF revenue has been reduced \$6.5 million in FY 2009-10 and in future years as this represents the General Fund's potential shortfall in this revenue source should the Community College District turn basic aid. This is discussed in greater detail under "Major Budget Issues".
- Public Safety Sales Tax revenue (Prop. 172) is projected to come in at \$48.5 million in FY 2009-10, which represents mid-90's levels and is \$19 million below highs of \$67.5 million in FY 2000-01 and FY 2001-02. This revenue is kept flat at \$48.5 million in FY 2010-11 with minimal growth of 1% per year through FY 2014-15.
- State reductions totaling \$20 million, beginning in FY 2009-10, are included in the deficit. No assumptions are made for Governor's January budget proposal; this will be updated as the State budget process continues and more information is known.
- Average annual General Fund increases in Salaries and Benefits of \$5.8 million, not including increased Retirement contributions. Annual increases consist of negotiated increases for the Deputy Sheriff's and Sergeants and salary step and health cost increases across all departments. No assumptions have been made for negotiated increases beyond what has

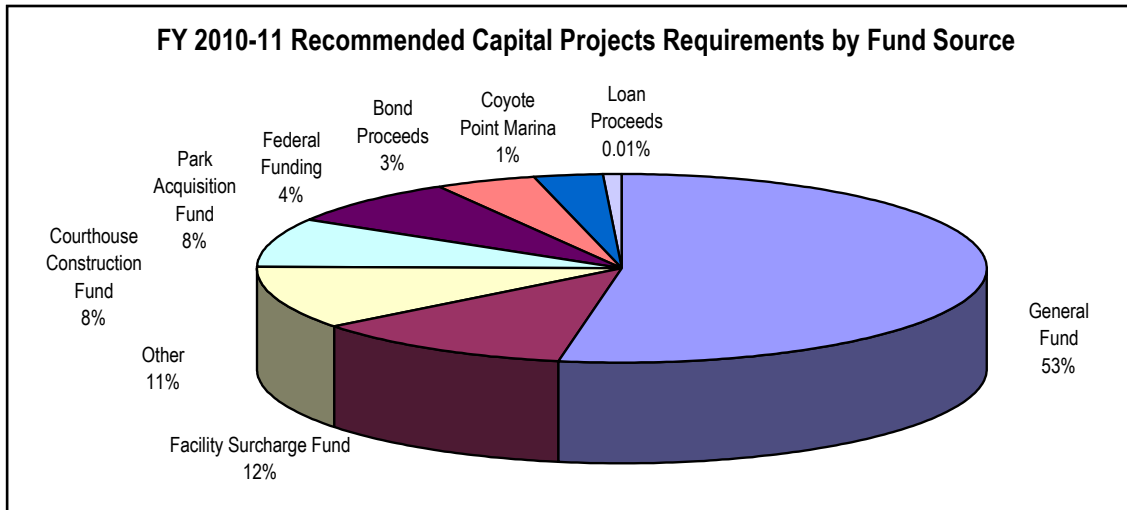
already been ratified with the employee bargaining units; a 1% increase in employee salaries would amount to \$4.7 million in additional Salary and Benefit costs.

- Average Employer Retirement Contribution Rates will increase from 23.6% to 34% effective July 1, 2010. This will increase General Fund contributions by \$37 million. The contribution rate is expected to remain relatively flat for the following two years then increase to 39.3% (additional \$15 million) in FY 2013-14 and 41.7% (additional \$9 million) in FY 2014-15.
- Retiree healthcare costs are expected to remain stable over the next five years at \$11 million per year.
- Debt service payments, which decrease in FY 2010-11 due to the recent refunding, remain relatively flat.
- Reopening of the Medium Security Facility in La Honda with an annual operating cost of \$5.2 million is included in FY 2010-11 through FY 2014-15.
- The calculation of the Medical Center subsidy is treated like Net County Cost in all other divisions of the Health System, meaning that the subsidy is reduced by 10% and the General Fund picks up 65% of all negotiated Salary and Benefit increases. Over the course of the five year projection, this change increases the structural budget deficit by \$23 million as the projected subsidy in FY 2014-15 will be \$73 million; the previous target was \$50 million.
- No annual increases to Community-Based Organizations are included.
- Private Defender Program contract costs are assumed to remain flat in FY 2010-11 and FY 2011-12 with 3% annual increases thereafter.
- Structural Fire Fund deficit is projected to increase 6.5% per year, from \$1,238,594 in FY 2009-10 to \$1,852,516 by FY 2014-15, based on projected vehicle replacement and facility replacement debt service.
- Solid Waste Fund's structural deficit has been eliminated with the implementation of the new AB 939 fee. The AB 939 fee will now cover the cost of programs previously funded by tipping fees from the Solid Waste Fund, including Public Work's Solid Waste Management and Diversion programs and Environmental Health's Household Hazardous Waste and Local Enforcement Agency programs. The General Fund will assume responsibility for funding non-AB 939 programs, including vector control, OES and hazardous materials response, operation of the transfer station in Pescadero, and other programs specific to the unincorporated area of the County. The ongoing Net County Cost impact is projected to be \$71,000.

#### **FY 2010-11 Capital Improvements Program**

The County is currently undertaking a Facility Master Plan that includes an evaluation of current space utilization and needs, updates to current master plans for existing County campuses in Redwood City and San Mateo, and will identify opportunities for the consolidation of departments and functions into County-owned space or leased space where appropriate. This work will analyze space allocation and future needs in order to achieve space standardization and optimum efficiency. The overall outcome is intended to produce real estate and facility cost reductions through space optimization.

The County determines which capital projects to fund based on criteria, including ADA accessibility and other legal requirements, the health and safety of the visiting public and employees, asset preservation and cost savings/efficiencies (i.e., energy retrofits). The County has also made a conscious effort over the past three years to adequately fund facility maintenance costs to ensure that the useful life of facilities is not compromised and that employees and the visiting public have adequate access to services, and are safe and comfortable in County facilities. Prior to that, the County had amassed over \$30 million in deferred maintenance projects. The Recommended Budget includes \$6.1 million in funding for a number of priority capital projects funded from various sources (see chart below). Two-thirds of the projects to be funded were identified through the County's Facility Condition Index System.



The capital budget and five-year plan have yet to be adjusted to account for several large projects; namely, the replacement jail needed to address the deficiencies in the Women's Correctional Center on Maple Street and the crowded conditions in Maguire, the consolidated south County clinic, a new health laboratory and/or a County office building. Decisions about the timing, sequencing and financing of these large capital projects will be a priority for the County in the year ahead.

### Proposed FY2011-12 Budget

The County has historically shown the second year of the two-year budget with known adjustments and programmed changes, in order to anticipate available sources and the requirements necessary to provide both the same levels of services and fund any new initiatives going forward. In anticipation of further significant reductions to programs next fiscal year, staff did not focus on making refinements to the second year of this year's two-year (FY2010-11/2011-12) Budget. In fact, the County Manager has begun to develop a modified approach to be presented to the Board this summer demarcating a clear shift in focus to solving the remaining \$100+/- million structural budget deficit by FY2012-13. The FY2013 Budget will be built up, as opposed to reduced down, based on a rigorous and inclusive outcome-based priority setting process that uses reliable, sustainable revenues as the starting point rather than the previous year budgeted amounts.

## TH BUDGETING PROCESS

### Background

Budgeting is a process of applying experience and knowledge to estimates and assumptions. When in times of rapid change, budgets become more dynamic or fluid. In 2007, the County developed a five-year plan to restore the operating budget to a structural balance by 2012. The County also began using Reserves in FY 2007 to balance the General Fund. Since that time, overall economic conditions have worsened:

- unemployment rates have doubled to nearly 10%
- property tax revenues have declined from 7-8% annual growth in the last five years to negative -1% next fiscal year and 0-2% through FY 2015
- investment losses resulted in a 22% decline in the Retirement Fund's value last year; unfunded pension liabilities are now over \$1 billion (about the size of the General Fund budget); annual County contributions increase \$50 million effective July 1, 2010; improvement in investment earnings is on a smaller base; concerns over whether the fund can earn 7.75% per year.

Over just the last nine months, your Board has taken action to adopt budget balancing principles and strategies for use in exploring all options to close the deficit. Departments have used these principles and strategies to guide their scenario planning processes and preparation of budget reduction proposals. On December 15, 2009, staff reported continued declines in revenues and increased the estimated size of the projected deficit.

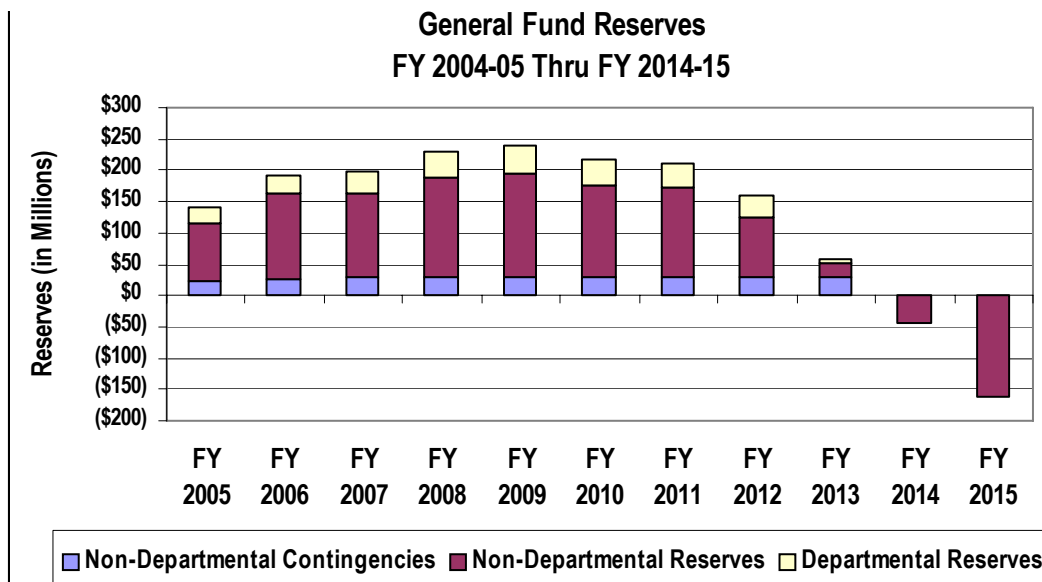
On February 9, changes to assumptions regarding General Fund support to the Medical Center and more declines in local revenues resulted in the upward adjustment of the deficit from \$100 million to \$150 million by FY 2015 if no action is taken. Your Board approved reductions of 64 vacant positions for annual savings of \$6 million. Study sessions were held on March 23 and 30 to present County departments' preliminary budget reduction plans prior to release of the County Manager's Recommended Budget at the end of May and public budget hearings in June. The preliminary plans presented to your Board on March 23 and 30 included the proposed reduction of approximately 146 positions that, if approved along with other reduction measures and the 64 positions deleted on February 9, would result in total annualized savings of \$36 million. This reduce next year's deficit from \$135 million to approximately \$99 million.

**Five-Year Plan**

The practices that have served this County so well for so long, such as multi-year financial forecasting and budget planning, have positioned us to weather this economic storm and help to ensure that the San Mateo County organization remains strong today and will be stronger tomorrow. Fiscal Year 2011 is the third year of our Five-Year Plan to restore the County's budget to a structural, sustainable balance. Building on the actions taken in FY2008-9 and 2009-10, over the three years we will have cut expenses by \$60 million and shrunk the workforce by 450 positions (8%) overall.

The updated five-year financial forecast presented to the Board in early 2010 shows a gap widening to \$150 million in the fifth year unless assertive steps are taken to reduce expenses and/or significantly increase revenue. It also demonstrates the importance of both making further reductions in FY2011 and the necessity of additional measures over the next two years. In order to fully adapt to this "new normal" economic environment of financial constraint, in the short-term we use reserves and allow departments to utilize one-time measures. Our fully balanced budget horizon is FY2012-13, two years from now, at which point we must have solved the structural deficit problem with structural fixes.

To rely on the use of reserves to offset the annual shortfall between revenues and expenditures is not realistic or viable over time. The choice to use reserves in the short-term is not taken lightly, but is consistent with the updated Board policy of using reserves for purposes such as these while retaining at all times a minimum balance. The County's current General Fund reserves balance is approximately \$217 million (21% of Net Appropriations). The current estimate is that we will spend down a combined \$200 million from our reserves over the next two years. The following graph depicts a hypothetical situation in which the County does not take steps to reduce the deficit and relies entirely upon reserves.

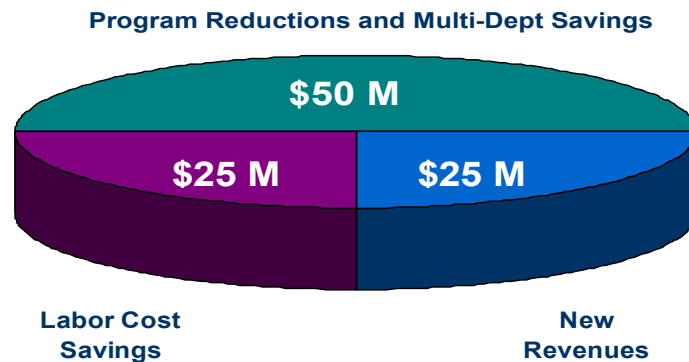


Preserving the reserve and 90% of services going into FY2011 is our mantra, recognizing that more hard work is required over the next two years to solve the budget deficit. Reducing programs on average by 10% will unfortunately, but unavoidably, decrease services and impact performance in many areas of County government in the year ahead.

## 10/20/30% Scenarios

The day after the Board approved the budget for fiscal year 2009-10, one hundred of the organizations top managers began the process of creating the budget for FY2011. Every department prepared alternative strategy sets to meet net County cost reduction targets of 10%, 20% and 30%. The consensus opinion of department heads was that a reduction target of 10% was difficult but “doable”; and, that the “worst case 30% scenario”, one that fails to achieve substantial savings in terms of labor costs, multi-departmental strategies and new revenues, results in devastating cuts to programs and the workforce.

### \$ 100 Million Budget Balancing Plan



## Board, Employee, Stakeholder and Community Engagement

County staff and the Board of Supervisors were involved throughout the course of the year in making adjustments to the FY2009-10 Budget and preparing for FY2010-11. Our commitment has been to use an open, transparent and inclusive process; and our employees have stepped up, contributing suggestions through in-person forums and on-line communications. Departments have involved employees, clients, patients, consumers, contractors and nonprofit partners. We hold monthly budget meetings with representatives of our labor organizations. A new electronic bulletin board on the County’s website has generated ideas and fostered dialogue. The County hosted a series of six community forums; one in each supervisorial district and one broadcast live from the Board Chambers. Public hearings on the Recommended Budget are scheduled for June 21-23 prior to Board adoption.

## ORGANIZATIONWIDE ISSUES, OUTCOMES AND INITIATIVES

Innovation, creativity and partnership have been essential to our success and will be equally if not more important as we *Rise To The Challenge* to solve our structural budget deficit. The following are the top, overarching issues that we continue to address.

### Top Ten Issues

#1- *Solving the widening structural budget deficit by FY2012-13*: Net County Cost increases, SamCERA funding increases, one-time strategies, Prop 172 funds, ARRA uncertainty, Realignment funding, Solid Waste and Sewer districts, Structural Fire, and school funding formulae.

#2- *Demand for County safety net services exceeds capacity*: emergency room visits and clinic waiting lists, demand for public assistance, prolonged local economy weakness.

#3- *Criminal justice-related issues*: crowded State and County correctional facilities, recidivism, potential prisoner release, and Achieve 180 reentry grant funding.

#4- *Labor relations and negotiations*: 10 of 13 bargaining units in 2010, workforce and succession management program, change management, downsizing organization.

#5- *Shared Services*: discussions across the county, Chamber of Commerce/ Progress Seminar, League of Cities, a joint school districts-cities-County contract to explore.

#6- *November 2010 elections*: new Governor, legislature, District 3 Supervisor, State Budget, Assessor and Treasurer-Tax Collector transition.

#7- *Revenue Measure*: feasibility study results and timing questions.

#8- *Prevention and early intervention*: evaluation of results as cost effective strategies, heavy reliance on County funding.

#9- *Working together*: employees, stakeholders, partners, and residents.

#10- *Service reductions*: best-case scenario is 50% of budget balancing solution comes from program reductions and organization wide strategies/efficiencies.

## Community Outcomes

For over ten years, the County has used an outcome-based management system to identify the resource requirements necessary to achieve specified service level outcomes: Outcomes that are tangible, with measurable results that directly affect and make a difference in the community. *Shared Vision 2025* provides the framework for how the County organizes its efforts to achieve community-defined goals. The following is a sample of the numerous accomplishments realized in the fiscal year drawing to an end and the challenges, strategies and approaches constituting the year ahead. Readers are encouraged to learn more by turning to the Budget document itself for detailed information about the hundreds of services the County departments provide.



### Healthy Community

The Health System continued to make progress on its multi-year Health Redesign effort and the interrelated Community Health Network for the Underserved (CHNU), as staff also provided input to the State on the 1115 Federal Waiver and the Federal health care reform debate in Washington. In response to an unusual influenza outbreak, staff delivered approximately 300,000 H1N1 vaccines and tested the emergency preparedness system by placing 200,000 “code red” automated telephone calls. The Medical Center and clinics went “live” having implemented one of the first safety net electronic health records systems in California, while the Medical Center opened an Urgent Care Clinic and implemented a number of process improvement initiatives, including the renowned Toyota LEAN training. Health System staff continued its work on the Healthy Communities initiative and to confront a wide array of issues, including; overwhelming demand for health care services due to the protracted recession that creates longer waiting lists for primary care; significant cuts in State funding for mental health and substance abuse treatment, in home supportive services for the elderly and disabled; the phase-in of Federal health care reforms over the next four years; and, in transportation funding priorities and local land use policies and plans that promote or inhibit healthy lifestyles.

First 5 completed a comprehensive evaluation program, provided professional development and coaching to preschool teachers and continued its support of young children’s health initiatives. First 5 continues working in partnership with local agencies to offset or soften State funding cuts to children’s programs with longer waiting lists.

Probation expanded its use of evidence-based practices and took a lead role in looking at the thorny issue of disproportional minority confinement within the juvenile justice system. Given reduced funding locally and from Prop 172 and Vehicle License Fees, and with the prospect of State prison reforms that will result in early prisoner releases, Probation is reorganizing and focusing on approaches to maintain core services.



### Livable Community

Planning and Building worked with FEMA to enable unincorporated residents to get discounted flood insurance, obtained a grant toward the updating of the North Fair Oaks community plan, and certified it inspectors relative to Green Building practices. Planning and Building continues to work with the Coastal Commission on the Mid-Coast Local Coastal Plan Update, to address the requirements for sustainable communities according to State legislation (SB375) and further updates to the General Plan and

Zoning ordinances. Regional issues include the coordinated completion of 21 separate housing element updates using a first-time in California subregional approach, planning and policy implications associated with the proposed High Speed Rail project and Grand Boulevard initiative, and further permit tracking technology upgrades.



### **Prosperous Community**

The County's Human Services Agency obtained Federal stimulus (American Recovery and Reinvestment Act) funding to create *SMCWorks* to provide subsidized training and employment services, co-sponsored two "job hunters boot camps", created a *Green Jobs Academy* and took the lead in examining disproportionality in the child welfare system. Child Support Services refined its early intervention strategies to work with both parents earlier in the order establishment process, implemented an innovative case management approach to organizing and assigning case loads, and leveraged imaging technology to improve mail handling and workflow efficiencies. Human Resources assisted departments throughout the multi-phase budget reduction process, coordinated a regional Management Talent Exchange Program and Training Consortium, and developed the program and an implementation rollout plan for the new Collaborative Performance Management System. Human Resources is also engaged in addressing the changing needs and expectations of our workforce, labor negotiations with 10 of 13 County employees' bargaining units, using wellness strategies to control rising health care costs and assisting all departments with increasingly complex employment practices.



### **Environmentally Conscious Community**

The Parks Department accommodated increased usage with diminished resources, implemented some new revenue measures, strengthened its volunteer program and completed \$4 million in capital improvements. The Parks Department is facing a backlog of deferred maintenance projects with limited funding and the near-term prospect of taking over responsibility for additional areas on the Mid-Coast, including the Devil's Slide section of the California Coastal Trail, Quarry Park and the Pillar Point Bluffs.

The department is also investigating potential community partnerships with school districts, cities and nonprofits. Public Works continues to play a leadership role in the County's "green" initiatives and addressing funding issues in the Solid Waste Fund by looking at a broader application of AB939-allowed fees on solid waste disposal, as well as resolving outstanding funding issues with respect to the various sewer districts.

The Agriculture/Weights and Measures division was moved from Health to the Community Services group, a new Commissioner was recruited and hired, new technology was deployed in the areas of automated certificates and GIS mapping of pesticide use, and Federal stimulus funding was utilized to expand the weed management program. Our Agriculture section is working to further promote a sustainable industry and countywide food system in partnership with the Farm Bureau and to implement new buffer requirement guidelines to comply with State pesticide regulations.



### **Collaborative Community**

The Controller's Office further reduced the annual operating cost of the IFAS financial system by moving it off-site with a vendor, worked in partnership with HR and Information Services on electronic payroll advices to all employees, implemented a grants management module to track ARRA grants, and completed an operational review of countywide purchasing with recommendations to save the County \$2-5 million. The organization will adapt to changes as the result of transitions associated with newly-elected department heads in the Treasurer-Tax Collector's Office and the Assessor-Clerk Recorder-Elections office, and further emergency preparedness plans and preparations in order to ensure business continuity of operations. Assessment appeals activity remains high in light of the soft real estate market.



## Key Organizational Initiatives

While addressing the issues that immediately confront the organization and maintaining a clear focus on the achievement of community outcomes, the organization as a whole will also continue its efforts that will ensure its long-term future success in a rapidly changing environment. The following are key organizational initiatives already underway:

*Collaborative Performance Management System-* creating “a clear line of sight”, connecting employees to program goals and results and Shared Vision outcomes, fostering a lifelong learning organization, performance coaching, change management.

*Cultural Competence-* increasing individual awareness and understanding throughout the organization by propagating best practices and shared learning.

*Implementing Disproportionality Study recommendations-* addressing the root causes behind the disproportional representation of children of color in the criminal justice and welfare systems.

*Health System Redesign-* continuing efforts to improve access to health care, preparing for Federal Health Care Reform, working with the Health Plan of San Mateo on issues around Long-Term Care, benchmarking best practices and staffing levels comparisons, community engagement around youth.

*Achieve 180 Program-* maximizing the use of Second Chance grant funds to improve successful reentry and reduce recidivism.

*Facilities Master Plan and Jail Planning-* merging together the work of these parallel studies and making informed decisions about priorities, sequencing and funding.

*Employee and community engagement-* labor relations, multi-department strategies, benchmarking, managing for competitiveness, and performance-based contracting.

## SUMMARY

Putting together a budget in 2009-2010 was hard work; the year ahead will be harder still. We can all feel good about the progress that was made, however, as we continue to work toward a set of structural deficit solutions. The budget-balancing plan we follow must be a “balanced approach”: capitalizing on strategies in all four categories of program reductions, multi-department approaches, labor cost savings and new revenues. If we are unsuccessful in achieving labor cost savings and significant new revenues, the unfortunate consequence is that we will then be forced to reduce services and shrink the County workforce even further.

## Looking Ahead

Albert Einstein said: “You cannot solve today’s problems using the same thinking that created them.” The same is true with respect to how to approach solving the rest of the County’s structural budget imbalance. Some organizations will undoubtedly choose to continue to chop away at programs to the point where they are either ineffective, inefficient or both. We must devise an alternative approach that starts with what financial resources we can reasonably and realistically rely upon in the years ahead. Simultaneously, we need to engage all interests in a thoughtful, deliberative process of further defining and clarifying the community’s relative priorities. Because we will undoubtedly be a smaller organization over time, we must focus on our core mission, concentrate on what we do best and foster strong community partnerships.

To do this critical, hard work will take considerable time and energy. It also necessitates that we view this FY2010-11/ 2011-12 Budget as a real two-year spending plan. That means that next year we place additional emphasis and importance on the mid-year review and make mid-course corrections if/as required. But, that we not undertake the normal top-to-bottom budget preparation, review and update. The shift in focus starts this summer. We must remain vigilant in solving the remaining structural budget imbalance by the planned FY2012-13 Budget deadline; essentially, two years from now.

In closing, I wish to start by thanking the Board of Supervisors, individually and collectively, for their support of me and County staff, and their commitment to maintaining a long-term perspective when making near-term, real-time decisions.

I next wish to acknowledge the extraordinary work of the County Manager’s Office staff, during a very challenging time: Reyna Farrales, Peggy Jensen, Mary McMillan, Jim Saco, Joanne Ward, Ashnita Narayan, Michael Bolander, Shanna Collins, Jeremy Dennis, Carolyn Welch, Joy Limin, Mina Lim, Christine Hollender, Betsy Jack, Jack Yaco, Becky Romero, Deanna Haskell, Marshall Wilson, and Beverly Thames.

I want to extend my sincere appreciation to the entire County leadership for their ability and fortitude to rise up to the challenge and work constructively across departmental boundaries. And, finally, I want to say "thank you" to all our volunteers in the myriad roles they play in our organization and in representing a wonderful, diverse community.

It is my privilege to serve the County of San Mateo.

David S. Boesch

A handwritten signature in black ink, appearing to read "D.S. Boesch". The signature is stylized and cursive.

County Manager



## SHARED VISION 2001-2025

Healthy Community



In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

Prosperous Community



The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

Livable Community



The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of San Mateo County residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

Environmentally Conscious Community



Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most importantly, Shared Vision has ensured decisions are focused on the future with sights set on measurable results that achieve the desired outcomes.

Collaborative Community



**Sustainable San Mateo County**  
Economy. Equity. Environment.

In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.



## HEALTHY COMMUNITY

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

### 2010 Key Initiatives

|  | SAFE NEIGHBORHOODS | HEALTHY RESIDENTS | SEAMLESS SERVICES |
|--|--------------------|-------------------|-------------------|
| <b>CORONER'S OFFICE:</b> Expand the Save-A-Life Program to educate at-risk teens about the perils of reckless or violent behavior  |                    | ✓                 |                   |
| <b>DISTRICT ATTORNEY'S OFFICE:</b> Develop and implement strategic partnerships to enhance organizational effectiveness  |                    |                   | ✓                 |
| <b>HEALTH SYSTEM:</b> Engage and partner with communities: Healthy Communities San Mateo   |                    | ✓                 | ✓                 |
| <b>HEALTH SYSTEM:</b> Improve access and care: Health System Redesign to maintain system of care   |                    | ✓                 | ✓                 |
| <b>PROBATION DEPARTMENT:</b> Reorganize department to support an innovative organizational model that more efficiently clusters functional services  |                    |                   | ✓                 |
| <b>PROBATION DEPARTMENT:</b> Better promote prevention efforts for youth as a full partner with the Gang Task Force through creation of Countywide Gang Intelligence and Investigations Unit (GIU)                     | ✓                  |                   |                   |
| <b>PROBATION DEPARTMENT:</b> Implement an evidence-based probation supervision unit in Adult Services to reduce recidivism pursuant to the California Community Corrections Performance Incentive Act of 2009 (SB 678) | ✓                  |                   |                   |
| <b>SHERIFF'S OFFICE:</b> Plan for the provision of detention facilities that will meet current and future custody needs  | ✓                  |                   |                   |
| <b>SHERIFF'S OFFICE:</b> Expand "green" efforts in correctional facilities   |                    | ✓                 |                   |



## PROSPEROUS COMMUNITY

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

### 2010 Key Initiatives

|   | FOSTERS INNOVATION | CREATES JOBS | BUILDS COMMUNITY | EDUCATIONAL OPPORTUNITIES |
|---|--------------------|--------------|------------------|---------------------------|
| <b>DEPARTMENT OF CHILD SUPPORT SERVICES:</b> Implement early intervention and arrears prevention strategies   | ✓                  | ✓            | ✓                |                           |
| <b>HUMAN RESOURCES DEPARTMENT:</b> Expand the County's workforce and succession management programs   | ✓                  |              | ✓                | ✓                         |
| <b>HUMAN RESOURCES DEPARTMENT:</b> Develop and implement strategic approaches to enhance organizational effectiveness   | ✓                  |              |                  |                           |
| <b>HUMAN RESOURCES DEPARTMENT:</b> Collaborate with partners to create a sustainable compensation program   | ✓                  |              |                  |                           |
| <b>HUMAN SERVICES AGENCY:</b> Improve outcomes for CalWORKs, MediCal, Food Stamps, and Workforce Development  | ✓                  |              | ✓                |                           |
| <b>HUMAN SERVICES AGENCY:</b> Promote child safety and well-being in foster care and enhance options for permanent homes for children and older youth                 | ✓                  |              | ✓                | ✓                         |
| <b>HUMAN SERVICES AGENCY:</b> Partner to support community well-being through building capacity with safety net providers to meet the increase in demand for services | ✓                  |              | ✓                |                           |
| <b>HUMAN SERVICES AGENCY:</b> Focus on quality assurance, quality control, and quality improvement  | ✓                  |              | ✓                |                           |



## LIVABLE COMMUNITY

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

### 2010 Key Initiatives

|   | GROWTH OCCURS NEAR TRANSIT | AFFORDABLE COMMUNITIES | CONNECTED COMMUNITIES |
|---|----------------------------|------------------------|-----------------------|
| <b>DEPARTMENT OF HOUSING:</b> Improve coordination between Housing offices by establishing a Countywide Housing Solutions Network   | ✓                          | ✓                      | ✓                     |
| <b>DEPARTMENT OF HOUSING:</b> Reposition Housing Authority assets to increase the number of affordable homes and those designed to meet the needs of vulnerable populations |                            | ✓                      |                       |
| <b>PLANNING AND BUILDING DEPARTMENT:</b> Revise and update the County General Plan and Zoning Regulations   | ✓                          | ✓                      | ✓                     |
| <b>PLANNING AND BUILDING DEPARTMENT:</b> Ensure that the latest and best environmental protection practices are in place  | ✓                          |                        |                       |



## ENVIRONMENTALLY CONSCIOUS COMMUNITY

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

### 2010 Key Initiatives

|   | ENVIRONMENTAL STEWARDSHIP OF NATURAL RESOURCES | REDUCED CARBON EMISSIONS | EFFICIENT USE WATER AND LAND |
|---|--|--------------------------|------------------------------|
| <b>COUNTY MANAGER'S OFFICE / CLERK OF THE BOARD:</b> Residential Energy Assistance Program: Bay Area counties collaborate to fund residential energy retrofit program                             | ✓  | ✓                        | ✓                            |
| <b>DEPARTMENT OF PUBLIC WORKS:</b> Reduce the County's impact on climate change by reducing CO <sub>2</sub> emissions by at least 10% from 2010 to 2015 (2005 baseline)                           |  | ✓                        |                              |
| <b>PARKS DEPARTMENT:</b> Prepare and implement a Midcoast Action Plan for parks and recreation programs, facilities and services  | ✓  |                          | ✓                            |
| <b>PARKS DEPARTMENT:</b> Update the Trail Master Plan to provide multi-agency coordination of trails and trail development throughout the Peninsula for a more robust mountain bike trail network | ✓  |                          |                              |
| <b>PARKS DEPARTMENT:</b> Expand the Volunteer Program to engage and train staff and volunteers in the park system   |  | ✓                        |                              |



## 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.

### 2010 Key Initiatives

|  | PARTNERSHIPS | REGIONAL SOLUTIONS | INFORMED AND ENGAGED RESIDENTS | FISCAL ACCOUNTABILITY CONCERN FOR FUTURE IMPACTS |
|--|--------------|--------------------|--------------------------------|--|
| <b>ASSESSOR-COUNTY CLERK-RECORDER:</b> Manage change while implementing new systems and processes  | ✓            |                    | ✓                              | ✓  |
| <b>ASSESSOR-COUNTY CLERK-RECORDER:</b> Implement a staffing succession plan that addresses workload management and business continuity   |              |                    |                                | ✓  |
| <b>CONTROLLER:</b> Address structural internal control deficiencies and improve use of IFAS (financial accounting software) capabilities to make labor intensive accounting processes more efficient   |              |                    |                                | ✓  |
| <b>CONTROLLER:</b> Enhance countywide technology and training to ensure accurate and streamlined accounting and payroll processes that affect all County departments   | ✓            |                    |                                | ✓  |
| <b>COUNTY COUNSEL:</b> Win or resolve, with the approval of the client, 95 percent of general litigation cases and potential litigation  | ✓            |                    | ✓                              | ✓  |
| <b>COUNTY MANAGER'S OFFICE / CLERK OF THE BOARD:</b> Rising to the Challenge: County Budget five-year balanced plan to eliminate the \$150 million structural deficit; conducted series of community and employee forums to educate and engage the community on budget solutions | ✓            | ✓                  | ✓                              | ✓  |
| <b>INFORMATION SERVICES:</b> Prepared Information Technology Business Continuity Plan (IT-BCP)   | ✓            |                    | ✓                              | ✓  |
| <b>INFORMATION SERVICES:</b> Improve access to Internet Geographical Information System (GIS)  | ✓            |                    | ✓                              | ✓  |
| <b>TREASURER-TAX COLLECTOR:</b> Launch virtual server environment to reduce the number of servers while providing necessary redundancy   | ✓            |                    |                                | ✓  |
| <b>TREASURER-TAX COLLECTOR:</b> Scan documents to improve access   | ✓            | ✓                  |                                | ✓  |
| <b>TREASURER-TAX COLLECTOR:</b> Pursue relocation of South San Francisco Revenue offices to improve customer convenience   | ✓            |                    |                                | ✓  |





# COUNTY OF SAN MATEO 2010 - 2012 PROFILE



## Our Mission

SAN MATEO COUNTY GOVERNMENT protects and enhances the health, safety, welfare and natural resources of the community, and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

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

## San Mateo County Overview

THE COUNTY OF SAN MATEO was established on April 19, 1856 and is one of California's 58 counties. The County consists of 455 square miles of land.

San Mateo County is home to some of the most spectacular and varied geography in the United States. It stretches from the Pacific Ocean to San Francisco Bay and includes redwood forests, rolling hills, farmland, tidal marshes, creeks and beaches.

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

San Mateo County has long been a center for innovation. It is home to numerous colleges, universities and research parks and is close to Stanford University and the University of California at Berkeley. Today, San Mateo County's bioscience, computer software, green technology, hospitality, financial management, health care and transportation companies are industry leaders. It also has thriving small businesses.

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

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

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

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



# History

**MEMBERS OF A SPANISH EXPLORATION TEAM** in 1769 were the first Europeans to set foot on what is now San Mateo County. Led by Gaspar de Portola, the team was also the first to discover San Francisco Bay, spotting it from a hill now called Sweeney Ridge between San Bruno and Pacifica.

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

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

California came under the control of the United States in 1846 following hostilities with Mexico. The discovery of gold in the Sierra foothills brought a wave of settlers and statehood to California in 1850. The Peninsula's redwoods helped to build booming San Francisco while the region's fishing and cattle industries helped to feed the growing population.

## The Birth of San Mateo County

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

San Mateo County had 3,214 residents in 1856. The county bears the Spanish name for St. Matthew.

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

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



Illustration by: Marian Vanden Bosch



Cities began to take shape along the railroad line and across the Peninsula. Redwood City, the county seat, incorporated in 1867. The next to incorporate was San Mateo in 1894. The new century brought a wave of incorporations.

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

## Rapid Growth

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

On the coast, a different kind of business was taking off. Rum-runners and bootleggers were busy during Prohibition. The

coast's isolation and often foggy shoreline made it an ideal location for smugglers whisking cargo to San Francisco or Peninsula road houses.

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

## Post-War Boom

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

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

The county's population grew to 556,000 by 1970, a gain of 112,000 during the 1960s. The rapid pace of growth began to slow but significant events continued to shape the Peninsula. The Junipero Serra Freeway, Interstate 280, was completed in 1974. Three years later the San Mateo County Transit District (SamTrans) consolidated several city bus lines into one system.

## Innovation

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

Today, San Mateo County is home to more than 750,000 people who live in 20 cities and numerous unincorporated areas, from leafy suburbs to isolated coastal hamlets.

The vibrant economy, mild climate and quality of life attracts people from all over the world. More than a third of the population was born in another country. The area is also gaining popularity as a tourist destination.<sup>1,2,3</sup>

# San Mateo County Government

SAN MATEO COUNTY IS GOVERNED by a five-member Board of Supervisors. Supervisors are elected in a countywide vote but each must live within a separate geographic district. The districts are roughly equal in population but vary in size.

Supervisors are elected 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/Public Administrator, Controller, Coroner, Sheriff and Treasurer-Tax Collector.

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

## San Mateo County Board of Supervisors

### MARK CHURCH, 1ST DISTRICT

San Mateo (west portion, adjacent to Hillsborough), Hillsborough, Burlingame, Millbrae, San Bruno, South San Francisco (east of El Camino Real), Burlingame Hills, Highlands/Baywood Park and San Francisco Airport

### CAROLE GROOM, 2ND DISTRICT

Belmont, Foster City, San Mateo

### RICHARD S. GORDON, 3RD DISTRICT

Atherton, Redwood Shores, Half Moon Bay, Pacifica, San Carlos, Portola Valley, Woodside, Devonshire, El Granada, Emerald Lake Hills, Harbor Industrial, La Honda, Ladera, Loma Mar, Los Trancos Woods/Vista Verde, Menlo Oaks, Montara/Moss Beach, Palomar Park, Pescadero, Princeton, San Gregorio, South Coast/Skyline, Sequoia Tract, Skylonda, Stanford Lands and West Menlo Park

### ROSE JACOBS GIBSON, 4TH DISTRICT

Redwood City, Menlo Park, East Palo Alto, North Fair Oaks, Oak Knoll

### ADRIENNE J. TISSIER, 5TH DISTRICT

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



# County Statistical Profile

## Population

AS OF JAN. 1, 2010, SAN MATEO COUNTY was home to an estimated 754,285 residents, a slight increase over the prior year's estimated population. The vast majority – 687,038 – live in cities. The largest city is Daly City with 108,383 residents. The smallest is Colma with 1,637 residents.

San Mateo County is the 14th-most populous among California's 58 counties.

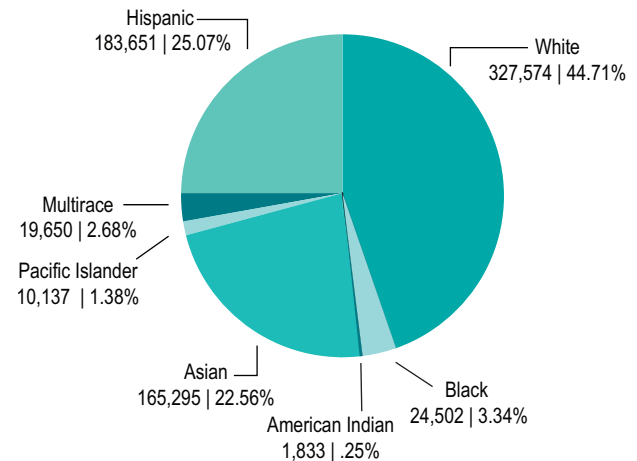
There are approximately 255,000 households in San Mateo County.

**SAN MATEO COUNTY/CITY POPULATION ESTIMATES<sup>4</sup>**

|                     | 2005    | 2006    | 2007    | 2008    | 2009    | 2010    |
|---------------------|---------|---------|---------|---------|---------|---------|
| Atherton            | 7,230   | 7,250   | 7,367   | 7,447   | 7,464   | 7,554   |
| Belmont             | 25,382  | 25,609  | 25,706  | 25,984  | 26,243  | 26,507  |
| Brisbane            | 3,713   | 3,738   | 3,763   | 3,848   | 3,937   | 3,993   |
| Burlingame          | 28,180  | 28,277  | 28,453  | 28,762  | 29,050  | 29,342  |
| Colma               | 1,563   | 1,574   | 1,584   | 1,607   | 1,622   | 1,637   |
| Daly City           | 104,194 | 104,560 | 105,256 | 105,883 | 107,083 | 108,383 |
| East Palo Alto      | 32,080  | 32,034  | 32,386  | 32,779  | 33,164  | 33,524  |
| Foster City         | 29,770  | 29,854  | 30,041  | 30,196  | 30,421  | 30,719  |
| Half Moon Bay       | 12,646  | 12,719  | 12,821  | 13,001  | 13,206  | 13,371  |
| Hillsborough        | 10,945  | 10,948  | 11,039  | 11,230  | 11,390  | 11,537  |
| Menlo Park          | 30,541  | 30,704  | 30,919  | 31,378  | 31,858  | 32,185  |
| Millbrae            | 20,636  | 20,703  | 20,810  | 21,311  | 21,531  | 21,968  |
| Pacifica            | 38,542  | 38,679  | 38,956  | 39,473  | 39,984  | 40,431  |
| Portola Valley      | 4,523   | 4,546   | 4,585   | 4,622   | 4,670   | 4,725   |
| Redwood City        | 75,723  | 75,971  | 76,454  | 76,991  | 77,796  | 78,568  |
| San Bruno           | 41,301  | 41,451  | 41,828  | 43,286  | 43,798  | 44,294  |
| San Carlos          | 27,882  | 28,012  | 28,216  | 28,542  | 28,829  | 29,155  |
| San Mateo           | 93,883  | 94,170  | 94,798  | 95,431  | 96,529  | 97,535  |
| South San Francisco | 61,444  | 61,729  | 62,143  | 63,512  | 65,000  | 65,872  |
| Woodside            | 5,476   | 5,496   | 5,522   | 5,604   | 5,664   | 5,738   |
| Balance Of County   | 64,190  | 64,659  | 65,072  | 65,607  | 66,415  | 67,247  |
| Incorporated        | 655,654 | 658,024 | 662,647 | 670,887 | 679,239 | 687,038 |
| County Total        | 719,844 | 722,683 | 727,719 | 736,494 | 745,654 | 754,285 |

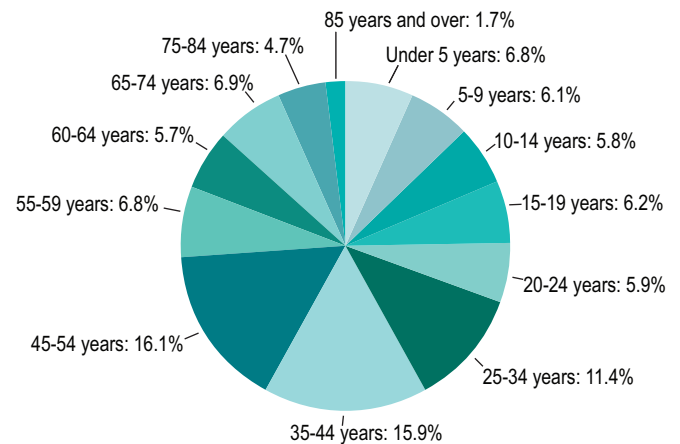
San Mateo County is among the most ethnically diverse in California. As of 2008, 34.2 percent of the population was born in a foreign country compared with 26.8 percent for California and 12.5 percent for the United States.<sup>5</sup>

**SAN MATEO COUNTY RACE/ETHNIC DISTRIBUTION<sup>6</sup>**



The median age of San Mateo County residents was estimated at 39.9 years in 2008. This compares with 34.9 years in California and 36.9 years for the entire nation. Nearly a quarter of residents were age 19 or under, and 19 percent were 60 years and older.

**SAN MATEO COUNTY AGE DISTRIBUTION<sup>7</sup>**



# Employment and Industry

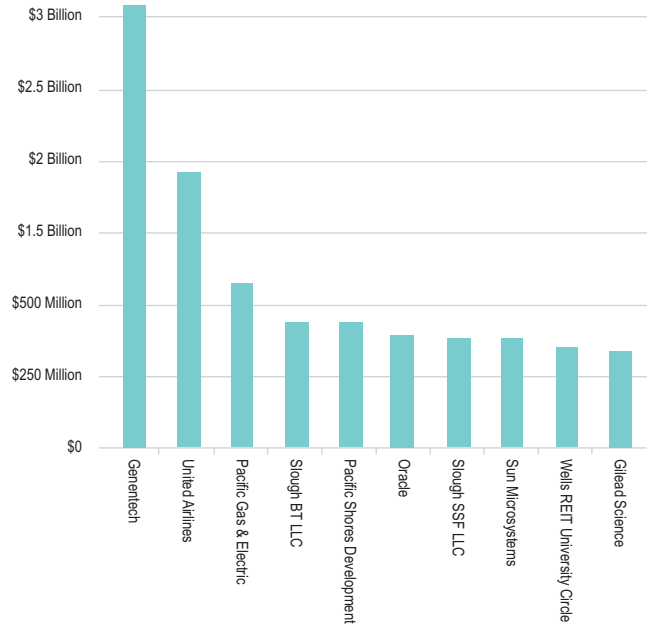
SAN MATEO COUNTY IS HOME TO DIVERSE BUSINESSES, from international corporations to small shops and manufacturers. In 2008, the greatest number of jobs were in educational services, health care, professional fields, scientific research and administration. The following chart shows the largest employers on the Peninsula from the San Francisco Business Times 2009 Book of Lists:

| Company Name                                | Number of Peninsula Employees |
|---|-------------------------------|
| United Airlines                             | 9,600                         |
| Genentech Inc.                              | 8,250                         |
| Oracle Corp.                                | 5,642                         |
| County of San Mateo                         | 5,443                         |
| Kaiser Permanente                           | 3,780                         |
| Safeway Inc.                                | 2,273                         |
| Electronic Arts Inc.                        | 2,000                         |
| San Mateo County Community College District | 1,950                         |
| Mills-Peninsula Health Services             | 1,800                         |
| United States Postal Service                | 1,671                         |

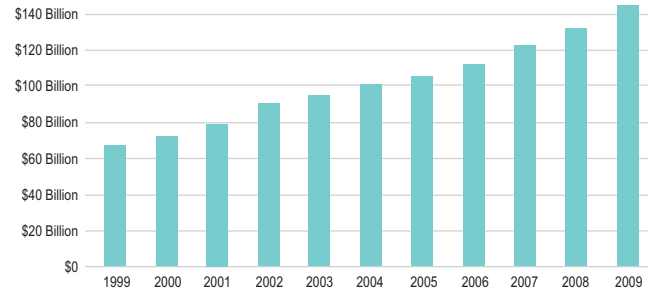
Note: Ranking based on employees in San Mateo County and the city of Palo Alto.



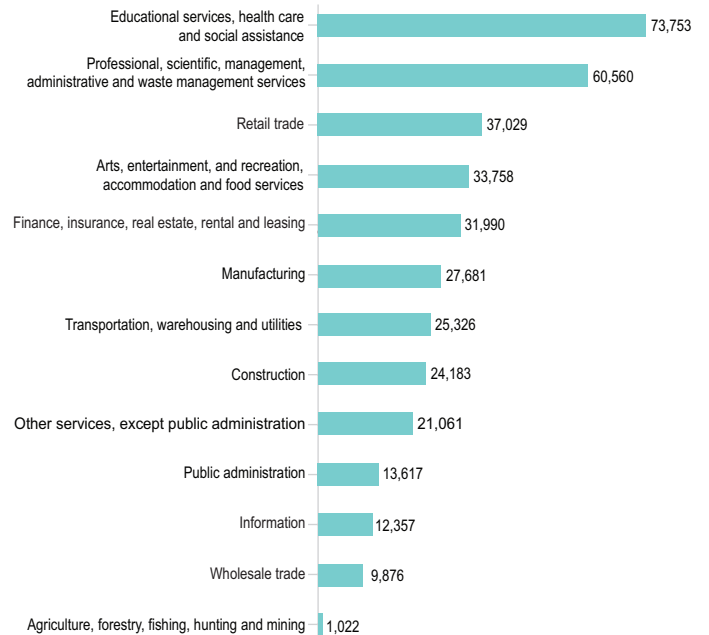
PRINCIPAL TAXPAYERS 2008-09<sup>8</sup>



TOTAL TAXABLE ASSESSED VALUE<sup>9</sup>



CIVILIAN EMPLOYED POPULATION 16 AND OVER 2008<sup>10</sup>



Although technology firms dominate the county's economy, agriculture remains an important industry. This is especially true along the coast. The gross production value of all San Mateo County agriculture in 2008 was \$162,726,000, a 5.9 percent decrease from 2007. The value of vegetable crops declined 16 percent in 2008 as prices for brussels sprouts fell and the county's largest mushroom operation closed.

With so many businesses with operations overseas, San Mateo County's economy is affected by the global economic volatility of the past three years. As the economy continues its long recovery, San Mateo County's unemployment rate rose to 9.8 percent in March 2010. That is the highest in at least 20 years and more than double the rate in 2008.

San Mateo County's unemployment rate, however, remains low compared with all of California, which recorded an overall unemployment rate of 13 percent in March 2010. San Mateo County had the third lowest unemployment rate among California's 58 counties in March 2010.

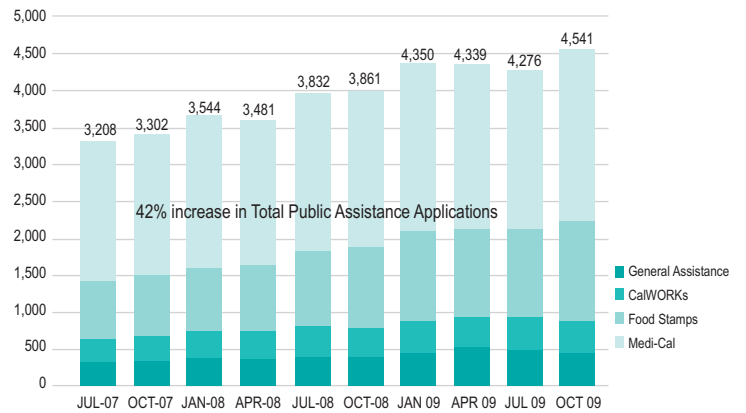
As would be expected, the vacancy rate has risen and the asking price has fallen for office space. The vacancy rate for the first three months of 2010 was 18.2 percent, up from 12.6 percent from the same period in 2008. The average asking price fell to \$2.60 per square foot in the first three months of 2010, down from an average of \$3.43 per square foot from the same period in 2008.<sup>11</sup>

The community's need for job training, food stamps and other social services has risen with unemployment. The total number of applications for public assistance tracked by the San Mateo County Human Services Agency rose 42 percent from July 2007 to October 2009. The number of visits to the emergency room at San Mateo Medical Center, which provides care for many people who lost employer-sponsored health insurance, rose more than 20 percent from the 2007-08 fiscal year, to 35,611 visits. That number is expected to grow to nearly 40,000 in the 2009-10 fiscal year.

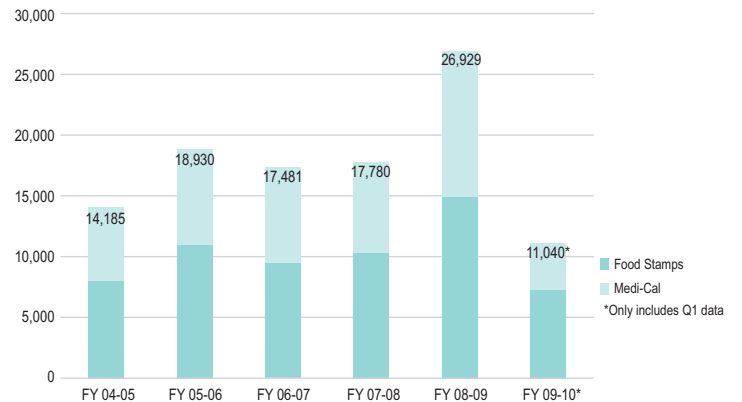
At the Core Services Agencies, which provide emergency assistance including food, transportation, clothing, housing, utility and landlord and tenant information, requests for assistance grew by 34 percent from the 2007-08 to the 2008-09 fiscal year.



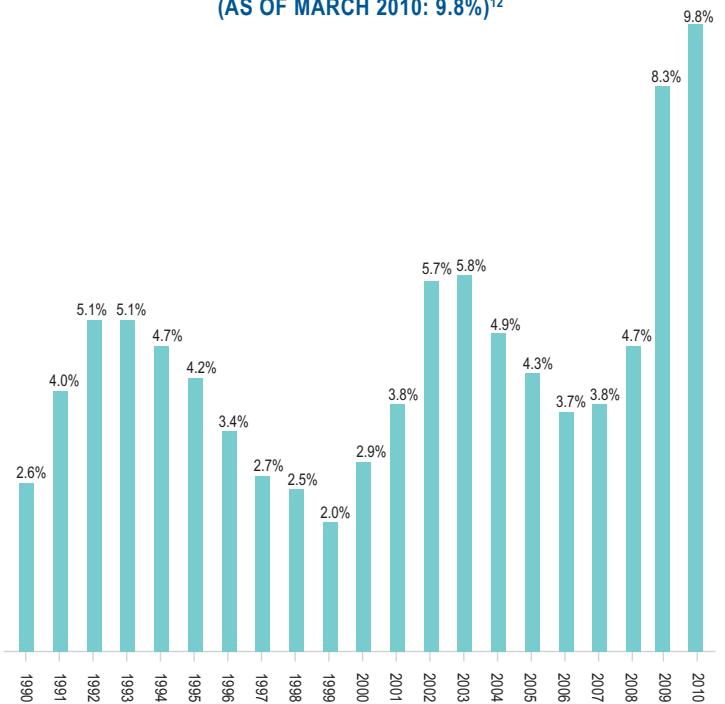
**PUBLIC ASSISTANCE APPLICATIONS: JUL 07 – OCT 09**



**CORE SERVICES AGENCIES**



**SAN MATEO COUNTY'S UNEMPLOYMENT RATE (AS OF MARCH 2010: 9.8%)<sup>12</sup>**





# Income and Housing

**SAN MATEO COUNTY'S MEDIAN FAMILY INCOME** in 2008 rose to \$101,504, a slight increase from the prior year. Per capita income rose to \$44,438, up from \$43,239 in 2007 and \$40,051 in 2006. San Mateo County's median family income in 2007 rose to \$97,137, a 4.5 percent increase over the previous year.

By comparison, California's median family income was \$70,029 and per capita income \$29,388 in 2007.

In 2008, 6.6 percent of the people in San Mateo County were living in poverty.

Data from 2009, when the impact of the recession became widespread, are not yet available. Overall housing prices and sales volumes have been volatile over the past two years, much like in the rest of the state. Median home prices in February stood at \$554,000, a 10 percent increase from February 2009 but still far below the \$723,000 median price from March 2008.

Notices of default – the first step in a foreclosure process – rose dramatically in late 2008 in San Mateo County as the impact of the recession hit some homeowners. Notices of default continued to rise through the final months of 2009.

| Notices of Default | 4th Qtr 2007 | 4th Qtr 2008 | Change from 2007-2008 | 4th Qtr 2009 | Change from 2008-2009 |
|--------------------|--------------|--------------|-----------------------|--------------|-----------------------|
| California         | 81,550       | 75,230       | -7.7%                 | 84,568       | 12.40%                |
| SF Bay Area        | 12,704       | 11,157       | -12.2%                | 13,594       | 21.80%                |
| Alameda            | 2,573        | 2,363        | -8.2%                 | 2,806        | 18.70%                |
| Contra Costa       | 3,805        | 3,135        | -17.6%                | 3,501        | 11.70%                |
| Marin              | 224          | 194          | -13.4%                | 305          | 57.20%                |
| Napa               | 220          | 184          | -16.4%                | 268          | 45.70%                |
| San Francisco      | 334          | 302          | -9.6%                 | 465          | 54.00%                |
| <b>San Mateo</b>   | <b>625</b>   | <b>651</b>   | <b>4.2%</b>           | <b>903</b>   | <b>38.70%</b>         |
| Santa Clara        | 2,162        | 2,101        | -2.8%                 | 2,816        | 34.00%                |
| Solano             | 1,793        | 1,418        | -20.9%                | 1,652        | 16.50%                |
| Sonoma             | 968          | 809          | -16.4%                | 878          | 8.50%                 |



| All homes        | Sales Volume |            |              | Median Price     |                  |               |
|------------------|--------------|------------|--------------|------------------|------------------|---------------|
|                  | Feb-09       | Feb-10     | Change       | Feb-09           | Feb-10           | Change        |
| Alameda          | 971          | 1016       | 4.60%        | \$290,000        | \$333,500        | 15.00%        |
| Contra Costa     | 1,283        | 1,065      | -17.00%      | \$216,500        | \$255,500        | 18.00%        |
| Marin            | 111          | 153        | 37.80%       | \$573,409        | \$615,000        | 7.30%         |
| Napa             | 88           | 76         | -13.60%      | \$322,500        | \$320,000        | -0.80%        |
| Santa Clara      | 1,079        | 1,183      | 9.60%        | \$408,750        | \$460,000        | 12.50%        |
| San Francisco    | 272          | 327        | 20.20%       | \$640,000        | \$627,500        | -2.00%        |
| <b>San Mateo</b> | <b>311</b>   | <b>328</b> | <b>5.50%</b> | <b>\$502,250</b> | <b>\$554,000</b> | <b>10.30%</b> |
| Solano           | 557          | 450        | -19.20%      | \$195,000        | \$208,500        | 6.90%         |
| Sonoma           | 360          | 389        | 8.10%        | \$282,000        | \$310,000        | 9.90%         |
| SF Bay Area      | 5,032        | 4,987      | -0.90%       | \$295,000        | \$354,000        | 20.00%        |

14



The average rent for a two-bedroom apartment declined 8.3 percent to \$1,675 in December 2009 from the prior year. The average rent for a one-bedroom apartment declined 8.8 percent to \$1,438 over the same period.<sup>13</sup>

# Transportation

**THE COUNTY IS HOME TO THE SECOND-LARGEST AIRPORT** in California and the only deepwater port in the southern part of San Francisco Bay. Thousands of people a day board three major mass transit systems that serve the county: BART, Caltrain and SamTrans. The network of roads include busy freeways linking the county to San Francisco and Silicon Valley, two bridges to the East Bay and rural roads that wind through farmland and redwoods.

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

## Port of Redwood City

Located 18 nautical miles south of San Francisco, the Port of Redwood City is the only deepwater port in the South Bay. It specializes in liquid and bulk cargo for the construction industry.

Maritime business for the fiscal year that ended June 30, 2009, fell sharply due to the global economic slowdown and slack demand for construction supplies. Total tonnage for all commodities was 986,727 metric tons, a decrease of approximately 34 percent.

Thirty-seven ships and 11 barges made calls to the port during the 2009 fiscal year. This compares to 50 ships and 65 barges during the previous year.

In addition to its role in the economy, the port operates a public boat launch with access to San Francisco Bay and hosts numerous recreational opportunities. The port is a department of the City of Redwood City.<sup>15</sup>



## San Francisco International Airport

Located along San Francisco Bay east of San Bruno, San Francisco International is one of the busiest airports in the world. More than three dozen airlines serve destinations around the globe.

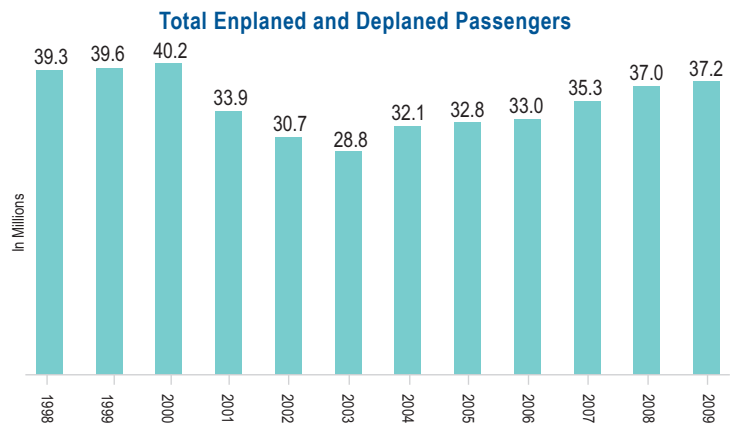
Although located within the boundaries of San Mateo County, the airport is owned and operated by the City and County of San Francisco. Commonly known by its international code of SFO, the airport is a significant economic engine for the entire region and provides job opportunities for tens of thousands of people either at the airport or at importers, exporters, warehouses, food-service companies, tourism and other industries.

The total number of passengers rose by 0.4 percent in 2009 despite the global economic slowdown. More than 37 million passengers passed through SFO in 2009.

Domestic traffic grew 2.8 percent in 2009, to 28.9 million passengers, but the number of international passengers declined by 7.2 percent to 8.3 million in 2009 compared with 8.9 million in 2008. Passenger traffic to and from Asia and the Middle East declined 8.8 percent. Traffic to and from Europe declined 7.4 percent.

Signs the economy is on the path to recovery can be seen in the air traffic statistics. Comparing March 2009 with March 2010, total passenger volume was up 6.1 percent and total cargo measured in metric tons was up 18.1 percent. Total passenger volume rose 12.9 percent to and from Asia and the Middle East.

**SAN FRANCISCO INTERNATIONAL AIRPORT  
COMPARATIVE TRAFFIC REPORTS<sup>16</sup>**



## Public Transit Options

San Mateo County residents and visitors have numerous public transportation options. Yet the three major systems face significant challenges due to falling or unstable revenues.

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

In the 2008-09 fiscal year, there were 27,597 station exits on an average weekday at San Mateo County's six stations (Daly City, Colma, South San Francisco, San Bruno, Millbrae and SFO). This is a 4 percent increase from a 2008 ridership survey and an increase of more than 30 percent since 2004. Despite increased ridership, BART, like many public agencies, is projecting budget deficits that may require changes to schedules or fares.

BART is operated by the Bay Area Rapid Transit District.<sup>17</sup>

**Caltrain** Rail passenger service on the Peninsula began in 1863. Today, Caltrain has 32 stations along 77 miles of track from San Francisco to Gilroy. In February 2010, boardings averaged 36,778 per weekday, a 6 percent decrease from February 2009. Average weekday ridership has increased by 44 percent since the introduction of Baby Bullet express service in 2004.

Yet Caltrain is facing a budget deficit in the upcoming fiscal year. That deficit could mean the elimination of mid-day, night and weekend service.

In 2008 California voters approved funding for a statewide high-speed rail system that includes service along the Caltrain corridor between San Francisco and San Jose. Caltrain's Board of Directors has entered into an agreement with the California High-Speed Rail Authority that makes the electrification and modernization of Caltrain a joint project with the implementation of high-speed rail. Caltrain is working with high-speed rail to fund improvements officials say are essential to its long-term survival.

Caltrain and its 29 diesel locomotives are operated by the Peninsula Corridor Joint Powers Board, a tri-county partnership of the City and County of San Francisco, San Mateo County Transit District and Santa Clara Valley Transportation Authority.<sup>18</sup>

**SamTrans** In December 2009, SamTrans reduced bus service 7.5 percent due to funding shortfalls. The changes include eliminating six express routes to San Francisco and one local route and reducing service elsewhere.

The shortfall is a result of a decline in local sales tax revenue, elimination of state funding and a drop in farebox revenue due to a decrease in ridership. In addition to the service reductions, SamTrans increased fares in February 2010. As a result of the service cutbacks and other factors, the average weekday ridership is expected to decline about 8 percent. Average weekday ridership stood at 50,990 passengers before the changes.

SamTrans also provides paratransit service to approximately 1,117 people a day. SamTrans is operated by the San Mateo County Transit District.<sup>19</sup>



## Safety

**PUBLIC SAFETY IS A TOP PRIORITY.** A community's crime rate can be linked to the overall quality of life. In 2008, San Mateo County's violent crime was among the lowest in the state at 291.9 violent crimes per 100,000 residents. The violent crime rate for the state of California by comparison was 485.6 per 100,000 residents.

**SAN MATEO COUNTY CRIMES<sup>20</sup>**

| Category/crime           | 2004   | 2005   | 2006   | 2007   | 2008   |
|--------------------------|--------|--------|--------|--------|--------|
| Violent crimes           | 2,168  | 2,447  | 2,195  | 2,129  | 2,167  |
| Homicide                 | 26     | 30     | 22     | 13     | 18     |
| Forcible rape            | 156    | 155    | 155    | 144    | 142    |
| Robbery                  | 685    | 715    | 716    | 700    | 731    |
| Agg. Assault             | 1,301  | 1,547  | 1,302  | 1,272  | 1,276  |
| Property crimes          | 9,710  | 9,744  | 9,504  | 8,422  | 9,463  |
| Burglary                 | 2,935  | 3,335  | 2,969  | 2,547  | 2,854  |
| Vehicle Theft            | 2,943  | 2,732  | 2,749  | 2,219  | 2,415  |
| Larceny-theft over \$400 | 3,832  | 3,677  | 3,786  | 3,656  | 4,194  |
| Total larceny-theft      | 13,424 | 12,561 | 12,074 | 10,774 | 11,698 |
| Over \$400               | 3,832  | 3,677  | 3,786  | 3,656  | 4,194  |
| \$400 And under          | 9,592  | 8,884  | 8,288  | 7,118  | 7,504  |
| Arson                    | 142    | 151    | 149    | 149    | 118    |



## Education

**SAN MATEO COUNTY IS HOME TO 182 PUBLIC SCHOOLS** and many private schools. Public school enrollment rose slightly in the 2008-09 school year to 89,972 students.

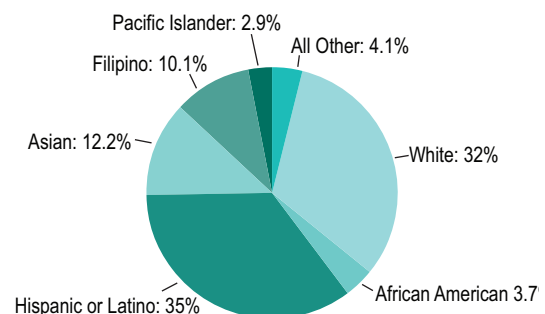
In 2008, 89 percent of people 25 years and over had at least graduated from high school and 43 percent had a bachelor's degree or higher. Eleven percent were dropouts; they were not enrolled in school and had not graduated from high school.

The total public school enrollment in San Mateo County was 181,000 in 2008.

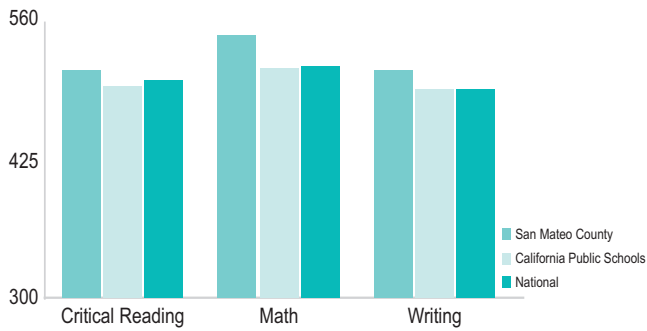
Preschool enrollment has increased over the past 10 years and is higher than the state average. Sixty-eight percent of 3 and 4 year olds were enrolled in preschool in 2008 compared with 42 percent for all of California. The number of available publicly subsidized preschool spaces, however, has not kept pace with the number of low-income students. Approximately 1,060 students eligible for publicly subsidized preschool were without a space in 2008.<sup>21</sup>

The ethnic composition of the student population has changed over the past decade. The percentage of white students has declined while the percentage of other ethnic groups has grown. In the 1998-99 school year, enrollment in San Mateo County public schools was 39.9 percent white, 31 percent Hispanic or Latino and 29.1 percent "all others."

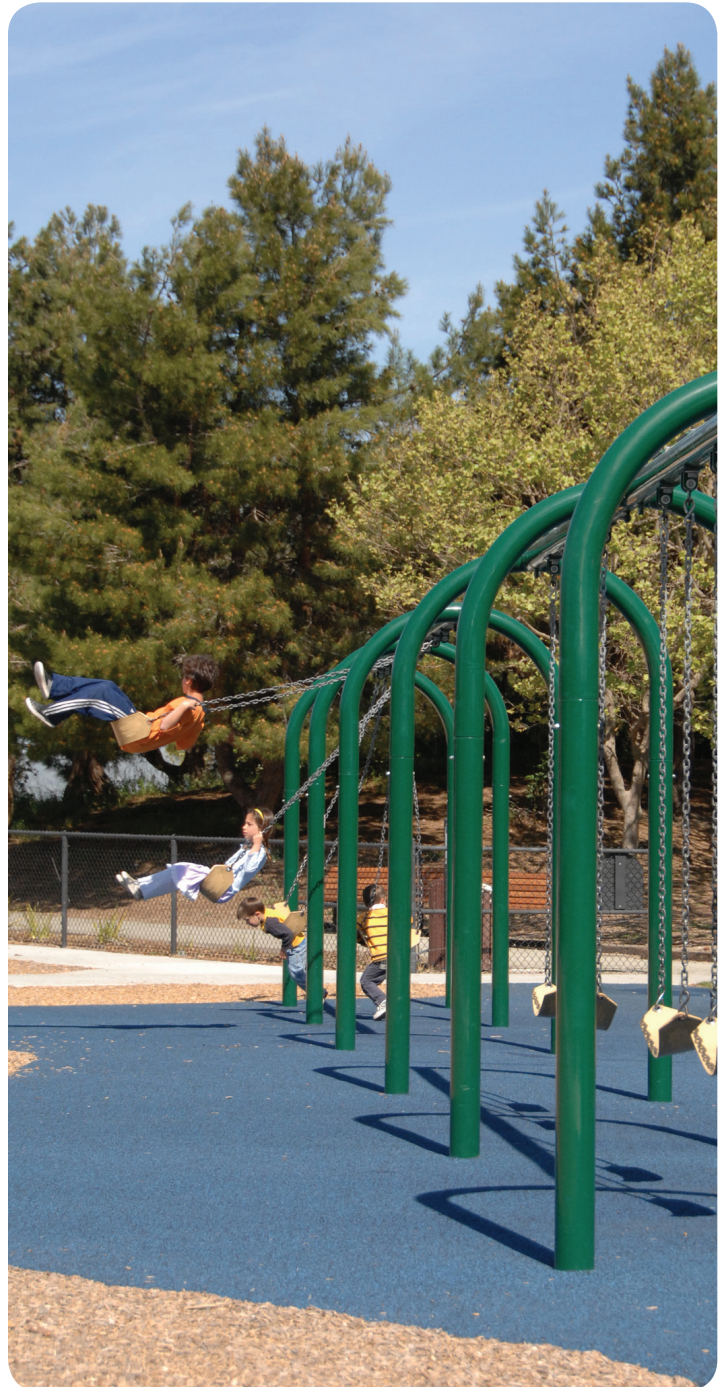
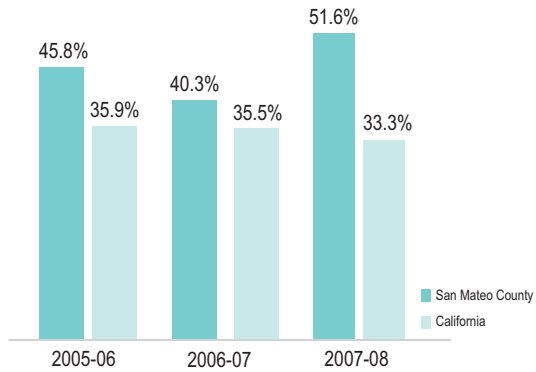
**ETHNIC, LANGUAGE AND SOCIOECONOMIC DIVERSITY IN SAN MATEO COUNTY 2008-09<sup>22</sup>**



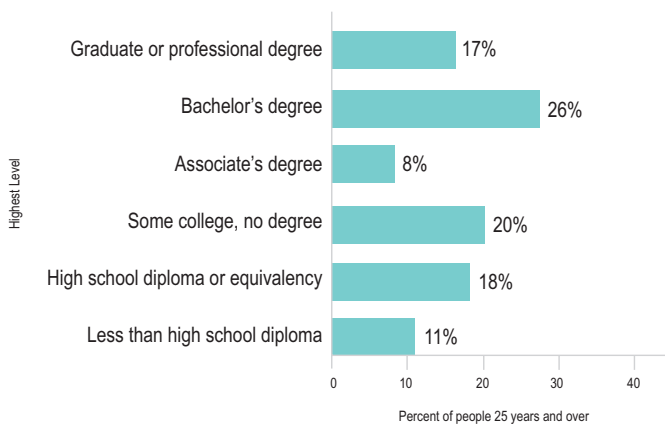
**AVERAGE SAT SCORES 2007-2008<sup>23</sup>**



**PERCENTAGE OF HIGH SCHOOL GRADUATES WITH UC/CSU REQUIRED COURSES<sup>24</sup>**



**THE EDUCATIONAL ATTAINMENT OF PEOPLE IN SAN MATEO COUNTY IN 2008<sup>25</sup>**



COUNTY OF SAN MATEO INITIATIVES

# YEAR IN REVIEW



## BOARD OF SUPERVISORS SHARED VISION



What goals should San Mateo County set for the year 2025? That was the question more than 1,000 people answered at a series of forums or in an online survey. The Board of Supervisors used the ideas to create Shared Vision 2025: a community that is healthy, prosperous, livable, environmentally conscious and collaborative. The Board received an award from Sustainable San Mateo County in March for the Shared Vision process.

## TEEN LEADER READER



The San Mateo County Library launched a new literacy program called "Teen Leader Reader" to ensure a thriving community of readers. The program promotes literacy by pairing young students with high school role models with whom they can practice reading skills. The program started at the Belmont, East Palo Alto, Half Moon Bay and Millbrae libraries.

## STREETS ALIVE



The idea is simple: close streets to traffic and you create open, fun and safe places for people to walk, skate, cycle and simply enjoy. Many cities across San Mateo County worked together to celebrate World Health Day, April 11, by creating Streets Alive, which highlighted open streets, plazas, parks and other public places. The idea grew out of a forum in October that brought together health professionals, school leaders, elected officials and others to discuss ways to promote healthy living. Heavy rain disrupted many events on April 11 but members of the Health System and others throughout the county are hoping to make Streets Alive an annual event.

## COMMUNITY BUDGET FORUMS – RISING TO THE CHALLENGE



San Mateo County officials hit the road in May. At six forums held throughout the county, residents were invited to tell officials their thoughts and concerns about the budget challenges facing County government. The information is being used by local leaders to help shape the budgets of what promise to be several lean years. The largest forum was held in the Board Chambers in Redwood City and, for the first time, was televised live on Peninsula Television, a community cable channel. Additional forums are expected in the coming year as the organization copes with the rising challenge of providing services to the community.

## DISASTER PLANNING



How will public agencies respond if a major earthquake strikes San Mateo County? That was the question officials from San Mateo County, cities, public safety agencies and nonprofit organizations tackled at a drill in April. The results demonstrated our community's strengths and opportunities for improvement.

## TAKE A HIKE



Take A Hike 2010 takes hikers of all ages and abilities on a guided tour of a County park each month. Hikers need to bring water and to wear comfortable shoes; San Mateo County parks provide the beauty and fresh air. Hikes have or will take place at Huddart Park, San Bruno Mountain State and County Park, San Pedro Valley and elsewhere. If you've ever talked about increasing your fitness level, spending more time with the family or learning about local history — Take A Hike.

## ACHIEVE 180



San Mateo County accepted a \$677,674 grant from the U.S. Justice Department through the "Second Chance Act" initiative to create model programs for inmates. The County is one of just 15 agencies nationwide that received grant funding. The goal of the project, called Achieve 180, is to develop support systems and programs that help San Mateo County jail inmates successfully reenter the community. That will improve public safety, help the individuals, save taxpayer money and free up space in jails.

## HOME FORECLOSURE RESOURCE FAIRS



The impact of the recession literally hits home for a growing number of San Mateo County residents who are facing foreclosure. In response, the County and community partners have provided homeowners with the help they need to keep their homes at home foreclosure resource fairs. The free events featured financial counselors, experts at loan modifications and other professionals from businesses and nonprofit organizations.

## CENSUS



Since 1790, the Census Bureau has counted every resident of the United States. Every 10 years, questionnaires are mailed to every household to count all who reside here, regardless of age, race, ethnicity, or citizenship. It is critical that San Mateo County has as accurate of a count as possible, as Census numbers are used to determine Congressional representation and funding for important projects in our community.

## SMC WORKS



With the help of federal stimulus funds, the Human Services Agency launched SMC Works, a program to assist local families, individuals and businesses. SMC Works provides employment income for eligible parents, wage subsidies for employers and emergency safety-net assistance for families. The agency also launched a "Green Jobs Academy" that provides education, training and job-readiness development for people interested in a job in a growing sector of the economy.

## PUBLIC SAFETY COMMUNICATIONS



San Mateo County Public Safety Communications marked its third consecutive year of exceeding national standards in emergency medical dispatch call processing. As a result, Public Safety Dispatch continues to have a 100 percent customer satisfaction rating from the public and the public safety agencies it serves. Public Safety Communications provides dispatching services to more than 20 police, fire and other agencies across San Mateo County. Dispatchers handle 280,000 calls annually.

## RESIDENTIAL ENERGY ASSISTANCE PROGRAM



San Mateo County joined eight other Bay Area counties in submitting a winning proposal to the State Energy Commission to fund a residential energy retrofit program. The \$10.75 million grant will support program development, training and certification of contractors and a regional marketing effort. San Mateo County will get \$783,000 for local marketing, education and outreach. The County received additional funding from a second state grant to offer Property Assessed Clean Energy financing for retrofit and renewable energy projects on homes. The option allows residents to finance energy improvements via loans repaid through their property tax bills. The program will begin in the fall of 2010.

## Sources

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3. "From Frontier to Suburb: The Story of the San Mateo Peninsula," Alan Hynding, Star Publishing Co., Belmont, Calif., 1982.
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17. BART Fiscal Year Weekday Average Exits
18. February 2009 Caltrain Annual Passenger Counts
19. SamTrans Facts and Figures April 2009
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22. California Department of Education, DataQuest
23. California Department of Education, DataQuest and College Board
24. California Department of Education, DataQuest
25. American Community Survey, 2008

Caltrain and SamTrans photos courtesy of those agencies.

Other photos by Scott Buschman Photography and Marshall Wilson





# COUNTY SUMMARIES

County Summaries

Healthy Community

Prosperous Community

Liveable Community

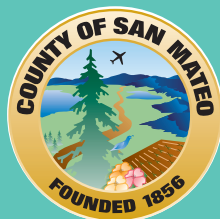
Environmentally  
Conscious Community

Collaborative  
Community

Budget Unit and  
Program Summaries

Glossary of Budget Terms

# COUNTY OF SAN MATEO FY 2010-11 and FY 2011-12 **RECOMMENDED BUDGET**



# THE COUNTY OF SAN MATEO MISSION STATEMENT



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

We are committed to:

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



## Shared Vision 2001-2025

In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

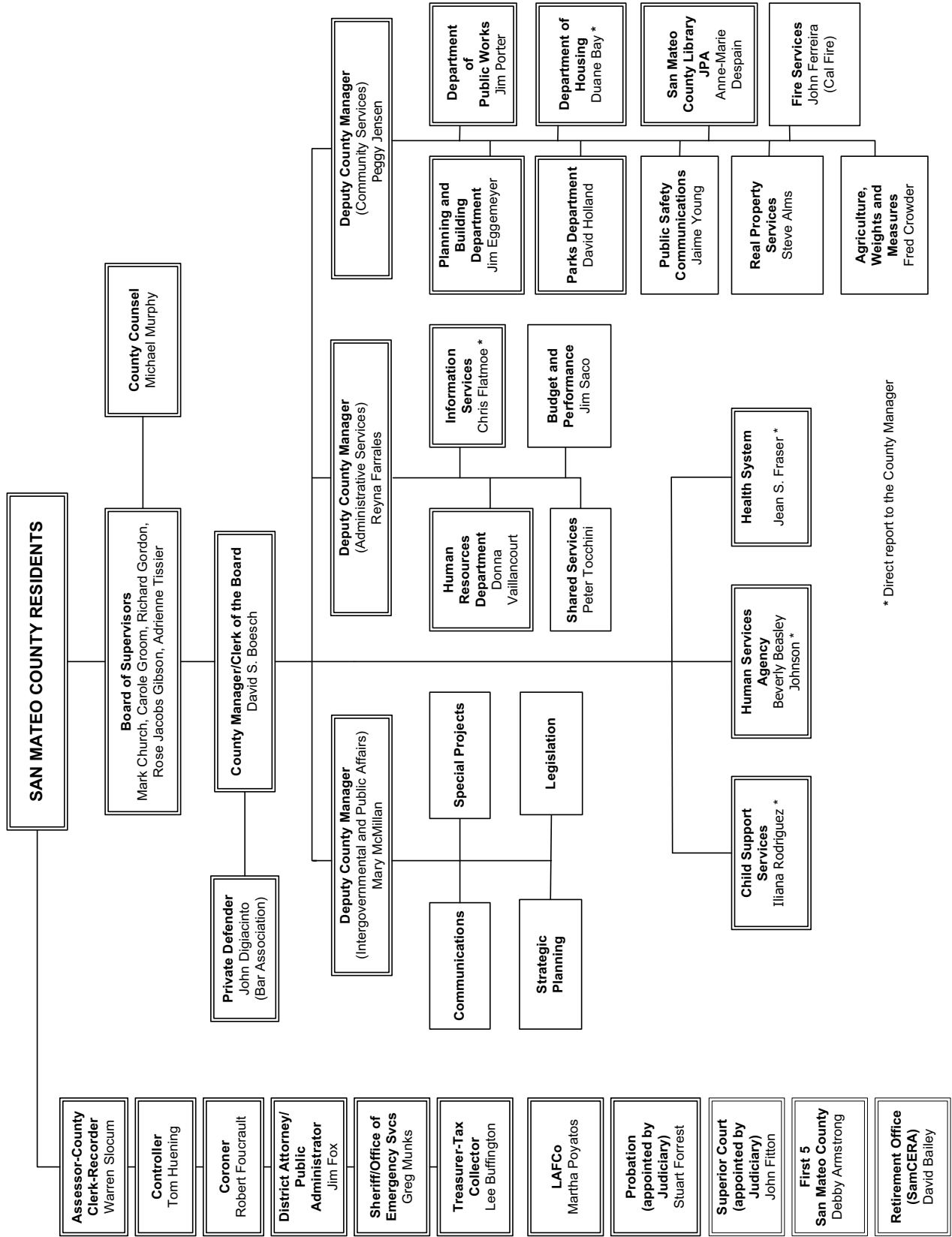
The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of SMC residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most important, Shared Vision has ensured decisions are focused on the future, not simply expedient, with sights set on measurable results that achieve the desired outcomes.

In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.

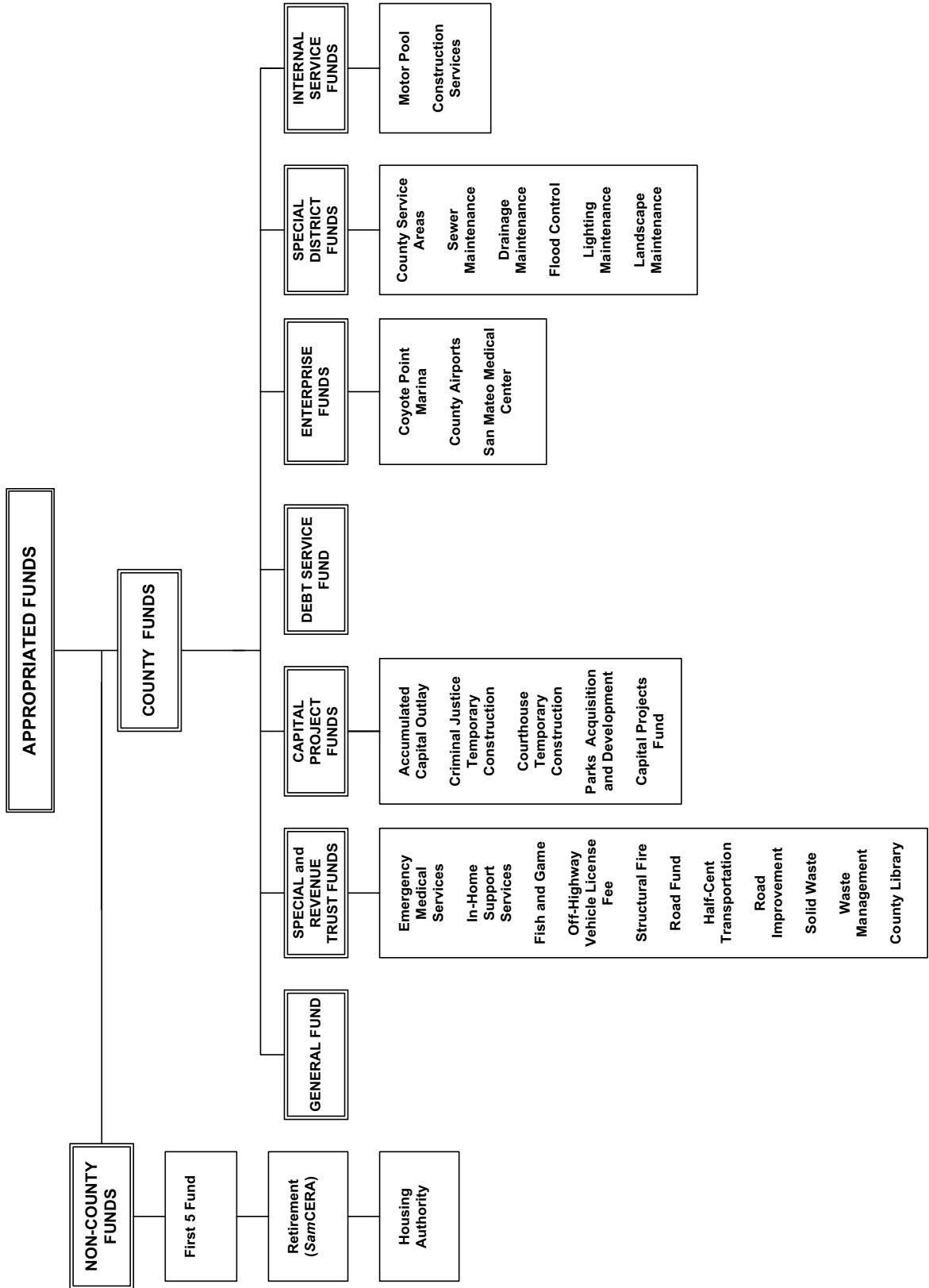


Sustainable  
San Mateo County  
Economy. Equity. Environment.



\* Direct report to the County Manager

# COUNTY OF SAN MATEO FUND STRUCTURE



## General Fund

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

## Special Revenue and Trust Funds

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

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

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

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

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

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

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

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

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

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

Other Special Revenue Funds include:

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

## Capital Project Funds

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

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

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

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

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

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

### **Debt Service Fund**

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

### **Enterprise Funds**

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is to have the costs of providing goods or services (including depreciation and amortization) to the general public be financed primarily through user charges on a continuing basis; or where the County has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

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

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

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

### **Special District Funds**

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

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

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

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

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

Other Special District Funds include:

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

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## Internal Service Funds

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

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

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

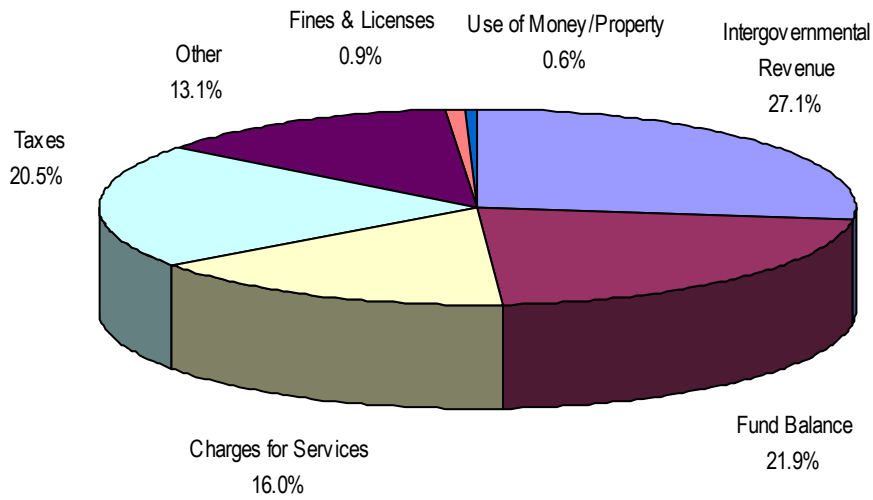
## Non-County Funds

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

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

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

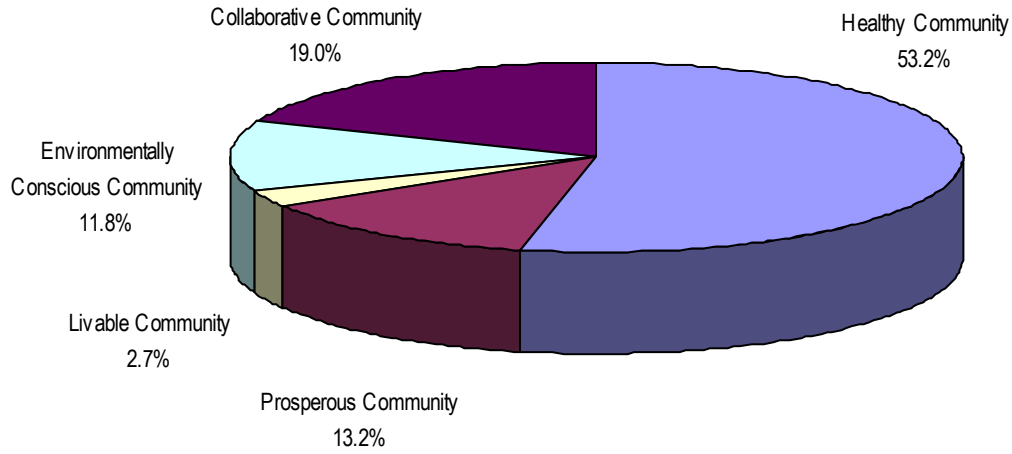
### All County Funds FY 2010-11 Recommended Sources



| Sources of Funds                 | Recommended FY 2010-11 | Percent of Total |
|----------------------------------|------------------------|------------------|
| Taxes                            | 362,277,471            | 20.50%           |
| Licenses, Permits and Franchises | 5,478,754              | 0.31%            |
| Fines, Forfeitures and Penalties | 10,510,013             | 0.59%            |
| Use of Money and Property        | 9,822,212              | 0.56%            |
| Intergovernmental Revenues       | 477,992,287            | 27.05%           |
| Charges for Services             | 282,710,690            | 16.00%           |
| Interfund Revenue                | 108,456,145            | 6.14%            |
| Miscellaneous Revenue            | 37,011,693             | 2.09%            |
| Other Financing Sources          | 85,751,674             | 4.85%            |
| Fund Balance                     | 386,825,272            | 21.89%           |
| <b>TOTAL SOURCES</b>             | <b>1,766,836,211</b>   | <b>100.00%</b>   |

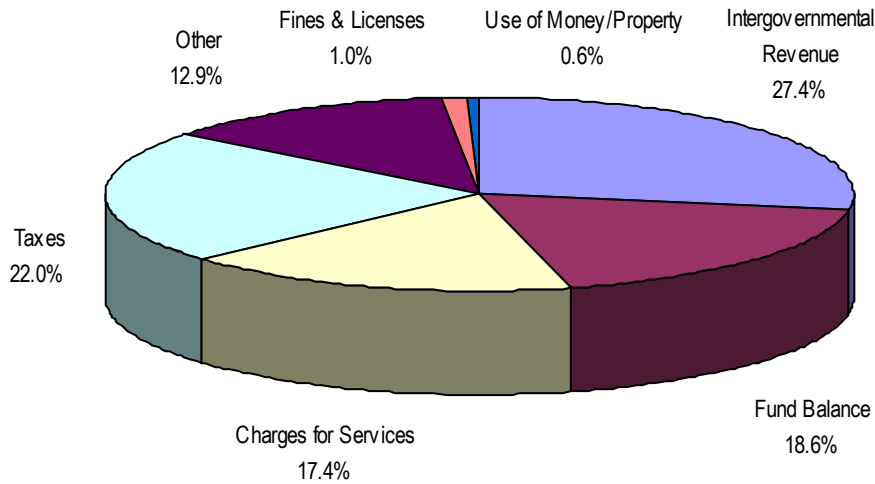


### All County Funds FY 2010-11 Recommended Requirements



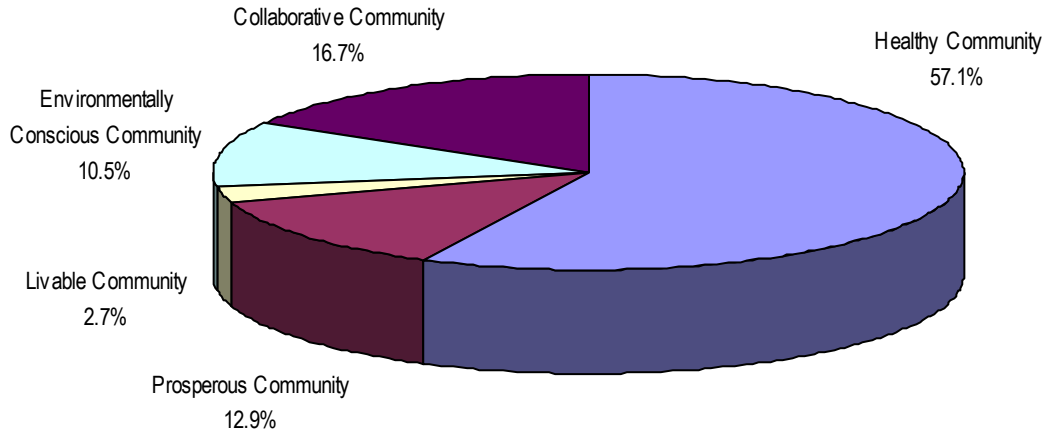
| <b>Use of Funds</b>                 | <b>Recommended<br/>FY 2010-11</b> | <b>Percent of<br/>Total</b> |
|-------------------------------------|-----------------------------------|-----------------------------|
| Healthy Community                   | 940,541,721                       | 53.23%                      |
| Prosperous Community                | 234,093,096                       | 13.25%                      |
| Livable Community                   | 48,118,671                        | 2.72%                       |
| Environmentally Conscious Community | 208,593,829                       | 11.81%                      |
| Collaborative Community             | 335,488,894                       | 18.99%                      |
| <b>TOTAL REQUIREMENTS</b>           | <b>1,766,836,211</b>              | <b>100.00%</b>              |

### All County Funds FY 2011-12 Recommended Sources



| Source of Funds                  | Recommended FY 2011-12 | Percent of Total |
|----------------------------------|------------------------|------------------|
| Taxes                            | 361,616,285            | 22.05%           |
| Licenses, Permits and Franchises | 5,576,676              | 0.34%            |
| Fines, Forfeitures and Penalties | 10,510,513             | 0.64%            |
| Use of Money and Property        | 9,992,246              | 0.61%            |
| Intergovernmental Revenues       | 449,975,889            | 27.43%           |
| Charges for Services             | 284,629,949            | 17.35%           |
| Interfund Revenue                | 106,603,944            | 6.50%            |
| Miscellaneous Revenue            | 34,896,013             | 2.13%            |
| Other Financing Sources          | 70,601,396             | 4.30%            |
| Fund Balance                     | 305,789,807            | 18.64%           |
| <b>TOTAL SOURCES</b>             | <b>1,640,192,718</b>   | <b>100.00%</b>   |

### All County Funds FY 2011-12 Recommended Requirements



| <b>Use of Funds</b>                 | <b>Recommended<br/>FY 2011-12</b> | <b>Percent of<br/>Total</b> |
|-------------------------------------|-----------------------------------|-----------------------------|
| Healthy Community                   | 937,205,834                       | 57.14%                      |
| Prosperous Community                | 211,791,247                       | 12.91%                      |
| Livable Community                   | 44,709,972                        | 2.73%                       |
| Environmentally Conscious Community | 171,922,162                       | 10.48%                      |
| Collaborative Community             | 274,563,503                       | 16.74%                      |
| <b>TOTAL REQUIREMENTS</b>           | <b>1,640,192,718</b>              | <b>100.00%</b>              |

**County of San Mateo**  
**Total Requirements - ALL FUNDS**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                       | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2010-11   | Recommended<br>2011-12 |
|---------------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| <b>TOTAL REQUIREMENTS</b>             |                      |                      |                      |                        |                     |                        |
| Healthy Community                     | 596,172,662          | 625,221,306          | 649,223,955          | 649,859,037            | 635,082             | 644,707,421            |
| Prosperous Community                  | 187,704,305          | 193,639,414          | 214,140,138          | 234,093,096            | 19,952,958          | 211,791,247            |
| Livable Community                     | 22,134,955           | 21,738,761           | 19,860,003           | 17,103,394             | (2,756,609)         | 16,926,059             |
| Environmentally Conscious Community   | 34,499,887           | 34,414,932           | 41,756,655           | 41,135,826             | (620,829)           | 41,425,275             |
| Collaborative Community               | 292,759,679          | 288,286,557          | 289,856,226          | 290,606,371            | 750,145             | 230,587,816            |
| <b>Subtotal General Fund</b>          | <b>1,133,271,489</b> | <b>1,163,300,970</b> | <b>1,214,836,977</b> | <b>1,232,797,724</b>   | <b>17,960,747</b>   | <b>1,145,437,818</b>   |
| Medical Center Enterprise Fund        | 228,790,026          | 260,916,173          | 257,980,452          | 258,058,719            | 78,267              | 259,936,270            |
| Coyote Point Marina Operating Fund    | 2,018,253            | 1,914,298            | 3,967,334            | 1,964,893              | (2,002,441)         | 2,900,893              |
| County Airports Fund                  | 9,440,471            | 5,551,212            | 7,590,547            | 5,429,648              | (2,160,899)         | 3,986,054              |
| Special Revenue and Trust Funds       | 99,214,744           | 112,548,306          | 105,652,512          | 106,489,024            | 836,512             | 101,645,246            |
| Capital Projects Funds                | 24,094,845           | 22,258,074           | 51,191,826           | 46,599,580             | (4,592,246)         | 23,973,835             |
| Debt Service Fund                     | 51,827,728           | 53,689,374           | 46,251,399           | 44,882,523             | (1,368,876)         | 43,975,687             |
| Special Districts Funds               | 51,421,737           | 54,407,701           | 56,931,284           | 58,361,878             | 1,430,594           | 46,450,107             |
| Internal Service Funds                | 17,047,121           | 16,128,586           | 15,106,833           | 12,252,222             | (2,854,611)         | 11,886,808             |
| <b>Total Non-General Fund</b>         | <b>483,854,926</b>   | <b>527,413,725</b>   | <b>544,672,187</b>   | <b>534,038,487</b>     | <b>(10,633,700)</b> | <b>494,754,900</b>     |
| <b>Total Requirements - All Funds</b> | <b>1,617,126,415</b> | <b>1,690,714,695</b> | <b>1,759,509,164</b> | <b>1,766,836,211</b>   | <b>7,327,047</b>    | <b>1,640,192,718</b>   |
| <b>Total Sources - All Funds</b>      | <b>1,712,585,895</b> | <b>1,756,296,682</b> | <b>1,759,509,164</b> | <b>1,766,836,211</b>   | <b>7,327,047</b>    | <b>1,640,192,718</b>   |
| <b>AUTHORIZED POSITIONS</b>           |                      |                      |                      |                        |                     |                        |
| <b>Salary Resolution</b>              | 5,871.0              | 5,844.0              | 5,566.0              | 5,428.0                | (138.0)             | 5,426.0                |
| <b>Funded FTE</b>                     | 5,636.5              | 5,623.4              | 5,409.3              | 5,228.5                | (180.8)             | 5,227.5                |

**County of San Mateo**  
**ALL FUNDS**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2010-11   | Recommended<br>2011-12 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                        |                     |                        |
| Taxes                            | 370,363,702          | 403,950,452          | 334,081,460          | 362,277,471            | 28,196,011          | 361,616,285            |
| Licenses, Permits and Franchises | 11,242,953           | 10,132,054           | 10,482,878           | 5,478,754              | (5,004,124)         | 5,576,676              |
| Fines, Forfeitures and Penalties | 9,874,079            | 10,558,366           | 10,283,765           | 10,510,013             | 226,248             | 10,510,513             |
| Use of Money and Property        | 26,512,305           | 2,469,106            | 13,697,484           | 9,822,212              | (3,875,272)         | 9,992,246              |
| Intergovernmental Revenues       | 433,169,307          | 431,487,142          | 486,463,130          | 477,992,287            | (8,470,843)         | 449,975,889            |
| Charges for Services             | 214,411,245          | 247,300,917          | 261,047,392          | 282,710,690            | 21,663,298          | 284,629,949            |
| Interfund Revenue                | 100,420,914          | 107,579,825          | 104,756,651          | 108,456,145            | 3,699,494           | 106,603,944            |
| Miscellaneous Revenue            | 36,772,846           | 41,029,870           | 38,777,278           | 37,011,693             | (1,765,585)         | 34,896,013             |
| Other Financing Sources          | 99,143,400           | 105,524,392          | 98,756,659           | 85,751,674             | (13,004,985)        | 70,601,396             |
| <b>Total Revenue</b>             | <b>1,301,910,751</b> | <b>1,360,032,126</b> | <b>1,358,346,697</b> | <b>1,380,010,939</b>   | <b>21,664,242</b>   | <b>1,334,402,911</b>   |
| Fund Balance                     | 410,675,144          | 396,264,556          | 401,162,467          | 386,825,272            | (14,337,195)        | 305,789,807            |
| <b>TOTAL SOURCES</b>             | <b>1,712,585,895</b> | <b>1,756,296,682</b> | <b>1,759,509,164</b> | <b>1,766,836,211</b>   | <b>7,327,047</b>    | <b>1,640,192,718</b>   |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                        |                     |                        |
| Salaries and Benefits            | 646,012,207          | 671,715,709          | 716,047,731          | 745,358,967            | 29,311,236          | 752,118,434            |
| Services and Supplies            | 383,020,325          | 412,732,624          | 489,703,521          | 478,329,052            | (11,374,469)        | 444,623,625            |
| Other Charges                    | 279,974,285          | 301,942,214          | 312,242,303          | 297,931,800            | (14,310,503)        | 292,362,739            |
| Fixed Assets                     | 27,289,690           | 16,271,164           | 59,007,104           | 60,223,205             | 1,216,101           | 32,962,693             |
| Other Financing Uses             | 156,734,066          | 108,699,701          | 102,121,733          | 80,423,960             | (21,697,773)        | 69,536,180             |
| <b>Gross Appropriations</b>      | <b>1,493,030,573</b> | <b>1,511,361,411</b> | <b>1,679,122,392</b> | <b>1,662,266,984</b>   | <b>(16,855,408)</b> | <b>1,591,603,671</b>   |
| Intrafund Transfers              | (153,961,970)        | (167,484,337)        | (194,867,687)        | (180,975,722)          | 13,891,965          | (180,709,857)          |
| <b>Net Appropriations</b>        | <b>1,339,068,604</b> | <b>1,343,877,074</b> | <b>1,484,254,705</b> | <b>1,481,291,262</b>   | <b>(2,963,443)</b>  | <b>1,410,893,814</b>   |
| Contingencies/Dept Reserves      | 278,057,811          | 346,837,621          | 275,254,459          | 285,544,949            | 10,290,490          | 229,298,904            |
| <b>TOTAL REQUIREMENTS</b>        | <b>1,617,126,415</b> | <b>1,690,714,695</b> | <b>1,759,509,164</b> | <b>1,766,836,211</b>   | <b>7,327,047</b>    | <b>1,640,192,718</b>   |
| <b>AUTHORIZED POSITIONS</b>      |                      |                      |                      |                        |                     |                        |
| Salary Resolution                | 5,871.0              | 5,844.0              | 5,566.0              | 5,428.0                | (138.0)             | 5,426.0                |
| Funded FTE                       | 5,636.5              | 5,623.4              | 5,409.3              | 5,228.5                | (180.8)             | 5,227.5                |

## County of San Mateo General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2010-11  | Recommended<br>2011-12 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                        |                    |                        |
| Taxes                            | 340,475,498          | 371,642,175          | 305,864,224          | 331,609,191            | 25,744,967         | 332,070,886            |
| Licenses, Permits and Franchises | 6,000,815            | 5,320,042            | 5,463,360            | 5,245,583              | (217,777)          | 5,253,505              |
| Fines, Forfeitures and Penalties | 8,164,450            | 8,556,460            | 8,472,218            | 8,333,072              | (139,146)          | 8,333,072              |
| Use of Money and Property        | 19,695,970           | 3,252,115            | 9,806,788            | 6,744,588              | (3,062,200)        | 6,817,231              |
| Intergovernmental Revenues       | 364,673,344          | 346,184,638          | 397,701,362          | 398,968,436            | 1,267,074          | 373,218,041            |
| Charges for Services             | 92,371,469           | 106,220,895          | 94,357,352           | 103,841,707            | 9,484,355          | 104,733,027            |
| Interfund Revenue                | 63,575,973           | 70,969,674           | 73,251,223           | 65,878,893             | (7,372,330)        | 64,269,431             |
| Miscellaneous Revenue            | 27,020,943           | 27,017,685           | 28,521,475           | 27,662,833             | (858,642)          | 27,776,594             |
| Other Financing Sources          | 617,323              | 2,395,796            | 949,493              | 835,980                | (113,513)          | 805,980                |
| <b>Total Revenue</b>             | <b>922,595,784</b>   | <b>941,559,480</b>   | <b>924,387,495</b>   | <b>949,120,283</b>     | <b>24,732,788</b>  | <b>923,277,767</b>     |
| Fund Balance                     | 306,093,915          | 287,310,682          | 290,449,482          | 283,677,441            | (6,772,041)        | 222,160,051            |
| <b>TOTAL SOURCES</b>             | <b>1,228,689,699</b> | <b>1,228,870,162</b> | <b>1,214,836,977</b> | <b>1,232,797,724</b>   | <b>17,960,747</b>  | <b>1,145,437,818</b>   |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                        |                    |                        |
| Salaries and Benefits            | 483,684,630          | 503,844,592          | 541,603,505          | 563,900,484            | 22,296,979         | 568,312,439            |
| Services and Supplies            | 270,665,754          | 292,525,952          | 355,497,172          | 339,518,011            | (15,979,161)       | 312,902,860            |
| Other Charges                    | 209,781,945          | 210,072,043          | 226,979,380          | 222,912,223            | (4,067,157)        | 218,663,983            |
| Fixed Assets                     | 3,018,594            | 2,213,932            | 3,858,337            | 7,961,274              | 4,102,937          | 4,643,010              |
| Other Financing Uses             | 140,551,969          | 90,572,891           | 71,368,180           | 57,057,570             | (14,310,610)       | 49,842,929             |
| <b>Gross Appropriations</b>      | <b>1,107,702,892</b> | <b>1,099,229,410</b> | <b>1,199,306,574</b> | <b>1,191,349,562</b>   | <b>(7,957,012)</b> | <b>1,154,365,221</b>   |
| Intrafund Transfers              | (144,913,026)        | (157,541,815)        | (181,395,428)        | (167,864,799)          | 13,530,629         | (168,894,620)          |
| <b>Net Appropriations</b>        | <b>962,789,867</b>   | <b>941,687,595</b>   | <b>1,017,911,146</b> | <b>1,023,484,763</b>   | <b>5,573,617</b>   | <b>985,470,601</b>     |
| Contingencies/Dept Reserves      | 170,481,622          | 221,613,375          | 196,925,831          | 209,312,961            | 12,387,130         | 159,967,217            |
| <b>TOTAL REQUIREMENTS</b>        | <b>1,133,271,489</b> | <b>1,163,300,970</b> | <b>1,214,836,977</b> | <b>1,232,797,724</b>   | <b>17,960,747</b>  | <b>1,145,437,818</b>   |
| <b>AUTHORIZED POSITIONS</b>      |                      |                      |                      |                        |                    |                        |
| Salary Resolution                | 4,216.0              | 4,212.0              | 4,053.0              | 3,944.0                | (109.0)            | 3,942.0                |
| Funded FTE                       | 4,131.6              | 4,140.4              | 4,020.1              | 3,877.9                | (142.2)            | 3,876.9                |

## Healthy Community General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2010-11   | Recommended<br>2011-12 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|---------------------|------------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                        |                     |                        |
| Licenses, Permits and Franchises | 1,388,877          | 1,495,315          | 1,626,354          | 1,522,470              | (103,884)           | 1,522,470              |
| Fines, Forfeitures and Penalties | 8,087,551          | 8,511,173          | 8,450,218          | 8,311,072              | (139,146)           | 8,311,072              |
| Use of Money and Property        | 641,678            | 109,762            | 434,016            | 134,016                | (300,000)           | 134,016                |
| Intergovernmental Revenues       | 209,204,699        | 196,154,431        | 220,163,819        | 198,610,315            | (21,553,504)        | 193,095,201            |
| Charges for Services             | 61,931,908         | 72,849,616         | 70,392,376         | 80,876,509             | 10,484,133          | 81,385,029             |
| Interfund Revenue                | 19,730,776         | 20,121,250         | 20,969,191         | 20,615,688             | (353,503)           | 20,766,285             |
| Miscellaneous Revenue            | 19,946,350         | 19,257,423         | 23,041,858         | 21,932,771             | (1,109,087)         | 21,932,771             |
| Other Financing Sources          | 518,950            | 1,136,402          | 576,795            | 500,000                | (76,795)            | 500,000                |
| <b>Total Revenue</b>             | <b>321,450,788</b> | <b>319,635,372</b> | <b>345,654,627</b> | <b>332,502,841</b>     | <b>(13,151,786)</b> | <b>327,646,844</b>     |
| Fund Balance                     | 29,907,051         | 29,307,400         | 31,107,817         | 28,452,522             | (2,655,295)         | 26,437,290             |
| <b>TOTAL SOURCES</b>             | <b>351,357,839</b> | <b>348,942,772</b> | <b>376,762,444</b> | <b>360,955,363</b>     | <b>(15,807,081)</b> | <b>354,084,134</b>     |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                        |                     |                        |
| Salaries and Benefits            | 296,525,454        | 306,239,477        | 325,818,524        | 345,455,945            | 19,637,421          | 348,098,180            |
| Services and Supplies            | 155,215,570        | 176,209,739        | 205,090,582        | 197,894,998            | (7,195,584)         | 191,228,532            |
| Other Charges                    | 110,506,634        | 105,902,624        | 107,458,697        | 105,258,909            | (2,199,788)         | 104,011,171            |
| Fixed Assets                     | 711,491            | 1,086,241          | 723,395            | 5,375,172              | 4,651,777           | 4,474,260              |
| Other Financing Uses             | 56,176,939         | 63,898,895         | 38,028,628         | 24,139,074             | (13,889,554)        | 24,093,210             |
| <b>Gross Appropriations</b>      | <b>619,136,088</b> | <b>653,336,975</b> | <b>677,119,826</b> | <b>678,124,098</b>     | <b>1,004,272</b>    | <b>671,905,353</b>     |
| Intrafund Transfers              | (41,101,183)       | (46,440,722)       | (49,405,419)       | (47,737,024)           | 1,668,395           | (46,836,562)           |
| <b>Net Appropriations</b>        | <b>578,034,905</b> | <b>606,896,253</b> | <b>627,714,407</b> | <b>630,387,074</b>     | <b>2,672,667</b>    | <b>625,068,791</b>     |
| Contingencies/Dept Reserves      | 18,137,757         | 18,325,053         | 21,509,548         | 19,471,963             | (2,037,585)         | 19,638,630             |
| <b>TOTAL REQUIREMENTS</b>        | <b>596,172,662</b> | <b>625,221,306</b> | <b>649,223,955</b> | <b>649,859,037</b>     | <b>635,082</b>      | <b>644,707,421</b>     |
| <b>NET COUNTY COST</b>           | <b>244,814,823</b> | <b>276,278,534</b> | <b>272,461,511</b> | <b>288,903,674</b>     | <b>16,442,163</b>   | <b>290,623,287</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                        |                     |                        |
| <b>Salary Resolution</b>         | <b>2,375.0</b>     | <b>2,366.0</b>     | <b>2,308.0</b>     | <b>2,250.0</b>         | <b>(58.0)</b>       | <b>2,248.0</b>         |
| <b>Funded FTE</b>                | <b>2,314.0</b>     | <b>2,310.0</b>     | <b>2,271.5</b>     | <b>2,200.3</b>         | <b>(71.2)</b>       | <b>2,199.3</b>         |

## Prosperous Community General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2010-11 | Recommended<br>2011-12 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                    |                    |                    |                        |                   |                        |
| Intergovernmental Revenues  | 143,905,584        | 140,388,317        | 165,075,282        | 185,766,175            | 20,690,893        | 165,564,474            |
| Charges for Services        | 1,198,806          | 1,329,586          | 1,433,160          | 953,266                | (479,894)         | 963,266                |
| Interfund Revenue           | 3,338,615          | 3,690,372          | 4,534,556          | 4,523,406              | (11,150)          | 4,582,599              |
| Miscellaneous Revenue       | 2,213,438          | 2,493,488          | 1,747,456          | 2,898,873              | 1,151,417         | 2,974,066              |
| <b>Total Revenue</b>        | <b>150,656,443</b> | <b>147,901,763</b> | <b>172,790,454</b> | <b>194,141,720</b>     | <b>21,351,266</b> | <b>174,084,405</b>     |
| Fund Balance                | 12,029,234         | 13,023,452         | 9,578,117          | 7,169,207              | (2,408,910)       | 4,924,673              |
| <b>TOTAL SOURCES</b>        | <b>162,685,677</b> | <b>180,925,215</b> | <b>182,368,571</b> | <b>201,310,927</b>     | <b>18,942,356</b> | <b>179,009,078</b>     |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits       | 93,798,589         | 97,529,657         | 104,806,025        | 108,299,688            | 3,493,663         | 107,608,722            |
| Services and Supplies       | 46,623,415         | 46,803,153         | 55,844,885         | 69,568,830             | 13,723,945        | 51,084,932             |
| Other Charges               | 62,288,796         | 65,325,535         | 75,285,268         | 78,228,643             | 2,943,375         | 76,357,352             |
| Fixed Assets                | 644,588            | 199,166            | 488,000            | 100,000                | (388,000)         |                        |
| Other Financing Uses        | 318,406            | 381,484            | 334,475            | 301,337                | (33,138)          | 301,337                |
| <b>Gross Appropriations</b> | <b>203,673,794</b> | <b>210,238,995</b> | <b>236,758,653</b> | <b>256,498,498</b>     | <b>19,739,845</b> | <b>235,352,343</b>     |
| Intrafund Transfers         | (24,867,013)       | (27,374,351)       | (29,849,163)       | (28,318,366)           | 1,530,797         | (28,367,405)           |
| <b>Net Appropriations</b>   | <b>178,806,781</b> | <b>182,864,644</b> | <b>206,909,490</b> | <b>228,180,132</b>     | <b>21,270,642</b> | <b>206,984,938</b>     |
| Contingencies/Dept Reserves | 8,897,524          | 10,774,770         | 7,230,648          | 5,912,964              | (1,317,684)       | 4,806,309              |
| <b>TOTAL REQUIREMENTS</b>   | <b>187,704,305</b> | <b>193,639,414</b> | <b>214,140,138</b> | <b>234,093,096</b>     | <b>19,952,958</b> | <b>211,791,247</b>     |
| <b>NET COUNTY COST</b>      | <b>25,018,628</b>  | <b>32,714,199</b>  | <b>31,771,567</b>  | <b>32,782,169</b>      | <b>1,010,602</b>  | <b>32,782,169</b>      |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                        |                   |                        |
| Salary Resolution           | 1,007.0            | 1,012.0            | 933.0              | 915.0                  | (18.0)            | 915.0                  |
| Funded FTE                  | 995.5              | 1,004.0            | 935.8              | 902.7                  | (33.1)            | 902.7                  |



## Livable Community General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2010-11  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Licenses, Permits and Franchises | 3,254,786         | 2,408,163         | 2,449,077          | 2,339,000              | (110,077)          | 2,339,000              |
| Fines, Forfeitures and Penalties | 16,252            | 19,373            | 15,000             | 15,000                 |                    | 15,000                 |
| Intergovernmental Revenues       | 7,202,577         | 5,701,485         | 6,636,497          | 6,672,177              | 35,680             | 6,648,147              |
| Charges for Services             | 2,163,071         | 1,455,700         | 1,549,200          | 1,262,100              | (287,100)          | 1,389,384              |
| Interfund Revenue                | 119,398           | 57,502            | 70,000             | 95,000                 | 25,000             | 80,200                 |
| Miscellaneous Revenue            | 3,107,787         | 2,729,480         | 2,520,172          | 1,911,683              | (608,489)          | 1,950,251              |
| <b>Total Revenue</b>             | <b>15,863,871</b> | <b>12,371,703</b> | <b>13,239,946</b>  | <b>12,294,960</b>      | <b>(944,986)</b>   | <b>12,421,982</b>      |
| Fund Balance                     | 5,528,899         | 7,596,136         | 4,830,390          | 3,158,512              | (1,671,878)        | 2,854,155              |
| <b>TOTAL SOURCES</b>             | <b>21,392,770</b> | <b>19,967,839</b> | <b>18,070,336</b>  | <b>15,453,472</b>      | <b>(2,616,864)</b> | <b>15,276,137</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 8,096,720         | 8,340,188         | 9,102,260          | 8,789,820              | (312,440)          | 9,007,666              |
| Services and Supplies            | 4,624,129         | 4,018,128         | 7,621,903          | 5,305,635              | (2,316,268)        | 4,997,379              |
| Other Charges                    | 6,334,235         | 7,714,149         | 6,708,198          | 6,674,841              | (33,357)           | 6,674,841              |
| Fixed Assets                     | 12,537            |                   |                    |                        |                    |                        |
| Other Financing Uses             | 15,242            |                   |                    |                        |                    |                        |
| <b>Gross Appropriations</b>      | <b>19,082,864</b> | <b>20,072,465</b> | <b>23,432,361</b>  | <b>20,770,296</b>      | <b>(2,662,065)</b> | <b>20,679,886</b>      |
| Intrafund Transfers              | (3,096,243)       | (2,635,726)       | (5,601,646)        | (4,484,632)            | 1,117,014          | (4,429,561)            |
| <b>Net Appropriations</b>        | <b>15,986,620</b> | <b>17,436,739</b> | <b>17,830,715</b>  | <b>16,285,664</b>      | <b>(1,545,051)</b> | <b>16,250,325</b>      |
| Contingencies/Dept Reserves      | 6,148,335         | 4,302,022         | 2,029,288          | 817,730                | (1,211,558)        | 675,734                |
| <b>TOTAL REQUIREMENTS</b>        | <b>22,134,955</b> | <b>21,738,761</b> | <b>19,860,003</b>  | <b>17,103,394</b>      | <b>(2,756,609)</b> | <b>16,926,059</b>      |
| <b>NET COUNTY COST</b>           | <b>742,185</b>    | <b>1,770,922</b>  | <b>1,789,667</b>   | <b>1,649,922</b>       | <b>(139,745)</b>   | <b>1,649,922</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| Salary Resolution                | 76.0              | 75.0              | 70.0               | 67.0                   | (3.0)              | 67.0                   |
| Funded FTE                       | 75.7              | 74.5              | 71.6               | 66.3                   | (5.3)              | 66.3                   |

## Environmentally Conscious Community General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2010-11 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 932,327           | 963,797           | 940,280            | 984,400                | 44,120            | 984,400                |
| Fines, Forfeitures and Penalties | 60,647            | 25,914            | 7,000              | 7,000                  |                   | 7,000                  |
| Use of Money and Property        | 764,752           | 917,859           | 944,977            | 990,777                | 45,800            | 955,777                |
| Intergovernmental Revenues       | 2,397,644         | 2,287,229         | 4,475,702          | 4,619,943              | 144,241           | 4,571,943              |
| Charges for Services             | 2,297,478         | 2,032,180         | 1,885,172          | 1,952,981              | 67,809            | 2,055,981              |
| Interfund Revenue                | 18,723,036        | 19,212,367        | 21,737,934         | 22,282,815             | 544,881           | 22,443,786             |
| Miscellaneous Revenue            | 1,056,317         | 611,045           | 358,356            | 343,356                | (15,000)          | 343,356                |
| Other Financing Sources          | 96,112            | 281,759           | 323,780            | 283,780                | (40,000)          | 253,780                |
| <b>Total Revenue</b>             | <b>26,328,313</b> | <b>26,332,150</b> | <b>30,673,201</b>  | <b>31,465,052</b>      | <b>791,851</b>    | <b>31,616,023</b>      |
| Fund Balance                     | 598,052           | 1,143,369         | 2,663,870          | 1,547,199              | (1,116,671)       | 1,507,793              |
| <b>TOTAL SOURCES</b>             | <b>26,926,365</b> | <b>27,475,519</b> | <b>33,337,071</b>  | <b>33,012,251</b>      | <b>(324,820)</b>  | <b>33,123,816</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 27,025,703        | 27,757,698        | 30,899,132         | 31,406,506             | 507,374           | 31,811,132             |
| Services and Supplies            | 16,051,885        | 15,239,887        | 15,925,723         | 15,377,176             | (548,547)         | 15,339,478             |
| Other Charges                    | 20,289,197        | 20,920,559        | 22,380,354         | 22,684,010             | 303,656           | 22,644,903             |
| Fixed Assets                     | 166,203           | 91,885            | 48,750             | 33,250                 | (15,500)          | 33,750                 |
| Other Financing Uses             | 8,867,677         | 12,021,379        | 13,376,666         | 13,058,666             | (318,000)         | 13,058,666             |
| <b>Gross Appropriations</b>      | <b>72,400,665</b> | <b>76,031,409</b> | <b>82,630,625</b>  | <b>82,559,608</b>      | <b>(71,017)</b>   | <b>82,887,929</b>      |
| Intrafund Transfers              | (38,471,483)      | (42,751,404)      | (42,246,964)       | (42,390,348)           | (143,384)         | (42,403,332)           |
| <b>Net Appropriations</b>        | <b>33,929,182</b> | <b>33,280,005</b> | <b>40,383,661</b>  | <b>40,169,260</b>      | <b>(214,401)</b>  | <b>40,484,597</b>      |
| Contingencies/Dept Reserves      | 570,705           | 1,134,927         | 1,372,994          | 966,566                | (406,428)         | 940,678                |
| <b>TOTAL REQUIREMENTS</b>        | <b>34,499,887</b> | <b>34,414,932</b> | <b>41,756,655</b>  | <b>41,135,826</b>      | <b>(620,829)</b>  | <b>41,425,275</b>      |
| <b>NET COUNTY COST</b>           | <b>7,573,522</b>  | <b>6,939,413</b>  | <b>8,419,584</b>   | <b>8,123,575</b>       | <b>(296,009)</b>  | <b>8,301,459</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 271.0             | 273.0             | 262.0              | 250.0                  | (12.0)            | 250.0                  |
| Funded FTE                       | 266.5             | 270.3             | 260.8              | 247.6                  | (13.2)            | 247.6                  |

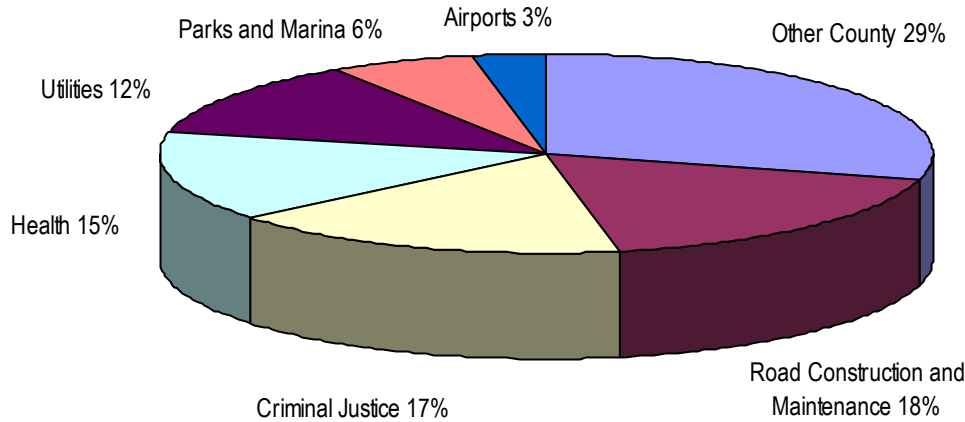
## Collaborative Community General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2010-11   | Recommended<br>2011-12 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                        |                     |                        |
| Taxes                            | 340,475,498          | 371,642,175          | 305,864,224          | 331,609,191            | 25,744,967          | 332,070,886            |
| Licenses, Permits and Franchises | 424,825              | 452,767              | 447,649              | 399,713                | (47,936)            | 407,635                |
| Use of Money and Property        | 18,289,540           | 2,224,494            | 8,427,795            | 5,619,795              | (2,808,000)         | 5,727,438              |
| Intergovernmental Revenues       | 1,962,840            | 1,653,175            | 1,350,062            | 3,299,826              | 1,949,764           | 3,338,276              |
| Charges for Services             | 24,780,206           | 28,553,813           | 19,097,444           | 18,796,851             | (300,593)           | 18,939,367             |
| Interfund Revenue                | 21,664,147           | 27,888,184           | 25,939,542           | 18,361,984             | (7,577,558)         | 16,396,561             |
| Miscellaneous Revenue            | 697,051              | 1,926,249            | 853,633              | 576,150                | (277,483)           | 576,150                |
| Other Financing Sources          | 2,261                | 977,636              | 48,918               | 52,200                 | 3,282               | 52,200                 |
| <b>Total Revenue</b>             | <b>408,296,368</b>   | <b>435,318,492</b>   | <b>362,029,267</b>   | <b>378,715,710</b>     | <b>16,686,443</b>   | <b>377,508,513</b>     |
| Fund Balance                     | 258,030,679          | 236,240,325          | 242,269,288          | 243,350,001            | 1,080,713           | 186,436,140            |
| <b>TOTAL SOURCES</b>             | <b>666,327,047</b>   | <b>671,558,817</b>   | <b>604,298,555</b>   | <b>622,065,711</b>     | <b>17,767,156</b>   | <b>563,944,653</b>     |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                        |                     |                        |
| Salaries and Benefits            | 58,238,164           | 63,977,572           | 70,977,564           | 69,948,525             | (1,029,039)         | 71,786,739             |
| Services and Supplies            | 48,150,755           | 50,255,046           | 71,014,079           | 51,371,372             | (19,642,707)        | 50,252,539             |
| Other Charges                    | 10,363,084           | 10,209,176           | 15,146,863           | 10,065,820             | (5,081,043)         | 8,975,716              |
| Fixed Assets                     | 1,483,773            | 836,640              | 2,598,192            | 2,452,852              | (145,340)           | 135,000                |
| Other Financing Uses             | 75,173,705           | 14,271,132           | 19,628,411           | 19,558,493             | (69,918)            | 12,389,716             |
| <b>Gross Appropriations</b>      | <b>193,409,481</b>   | <b>139,549,566</b>   | <b>179,365,109</b>   | <b>153,397,062</b>     | <b>(25,968,047)</b> | <b>143,539,710</b>     |
| Intrafund Transfers              | (37,377,103)         | (38,339,612)         | (54,292,236)         | (44,934,429)           | 9,357,807           | (46,857,760)           |
| <b>Net Appropriations</b>        | <b>156,032,378</b>   | <b>101,209,954</b>   | <b>125,072,873</b>   | <b>108,462,633</b>     | <b>(16,610,240)</b> | <b>96,681,950</b>      |
| Contingencies/Dept Reserves      | 136,727,301          | 187,076,603          | 164,783,353          | 182,143,738            | 17,360,385          | 133,905,866            |
| <b>TOTAL REQUIREMENTS</b>        | <b>292,759,679</b>   | <b>288,286,557</b>   | <b>289,856,226</b>   | <b>290,606,371</b>     | <b>750,145</b>      | <b>230,587,816</b>     |
| <b>NET COUNTY COST</b>           | <b>(373,567,368)</b> | <b>(383,272,260)</b> | <b>(314,442,329)</b> | <b>(331,459,340)</b>   | <b>(17,017,011)</b> | <b>(333,356,837)</b>   |
| <b>AUTHORIZED POSITIONS</b>      |                      |                      |                      |                        |                     |                        |
| <b>Salary Resolution</b>         | 487.0                | 486.0                | 480.0                | 462.0                  | (18.0)              | 462.0                  |
| <b>Funded FTE</b>                | 480.9                | 481.6                | 480.4                | 461.0                  | (19.4)              | 461.0                  |

**Capital Projects Summary  
All Funds**

**Capital Improvement Projects by Function FY 2010-11**



| <b>Capital Improvement Projects Budget for FY 2010-11 and FY 2011-12</b>      | <b>FY 2010-11</b> | <b>FY 2011-12</b> |
|---|-------------------|-------------------|
| Road Construction and Maintenance Projects ( <i>Pages 4-34 through 4-38</i> ) |                   |                   |
| Chip Seal (Road Fund)   | 550,000           | 550,000           |
| Major Construction Projects (Road Fund)                                       | 4,894,491         | 3,995,000         |
| Major Construction and Resurfacing Projects (Roadway Improvement Fund)        | 3,349,721         | 3,287,721         |
| Utilities Projects ( <i>Pages 4-54 through 4-55</i> )                         |                   |                   |
| Sewer Maintenance / Sanitation Projects                                       | 2,105,000         | 0                 |
| Flood Control Projects  | 4,000,000         | 0                 |
| Lighting  | 100,000           | 0                 |
| Airport Improvement Projects ( <i>Pages 4-69 through 4-73</i> )               | 1,506,594         | 0                 |
| Capital Projects Fund ( <i>Pages 4-75 through 4-93</i> )                      |                   |                   |
| Criminal Justice Projects   | 8,502,739         | 4,585,622         |
| Health Projects   | 7,246,473         | 3,775,582         |
| Parks and Marina Projects   | 3,050,295         | 864,557           |
| Other County Projects   | 14,622,247        | 6,394,938         |
| <b>TOTAL CAPITAL IMPROVEMENT PROJECTS - ALL FUNDS</b>                         | <b>49,927,560</b> | <b>23,453,420</b> |

## **Capital Projects Summary**

### **Capital Improvement Program Fiscal Years 2010-12**

The proposed Capital Improvement Program (CIP) for Fiscal Years 2010-11 and 2011-12 is hereby submitted pursuant to Section 2.16.120 of the San Mateo County Ordinance Code. The CIP includes the one-time outlay of funds for construction, structural improvements, and non-structural renovations to County-owned facilities. It also includes major construction, renovation or rehabilitation of county infrastructure assets such as roads, utilities, and airports, which are budgeted separately in the Department of Public Works budget. This summary provides a brief overview of the County's consolidated capital program.

The County also utilizes a five-year CIP, which serves as a planning tool to track all capital projects and their estimated costs, giving policy makers an instrument to schedule future projects and anticipate potential financial challenges. All projects submitted for inclusion in the FY 2010-11 / 2011-12 CIP were reviewed and scored by an evaluation team. The scores were then used to determine the make-up of the CIP, as well as the five-year plan. At the time of the adopted budget, the County will publish a five-year CIP book, detailing all projects in the upcoming CIP, as well as proposed projects for future years.

Large-scale projects may extend over several fiscal years. This Capital Projects Summary reflects only the County's financial commitment for FY 2010-11 and FY 2011-12. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category.

### **Capital Projects Fund Overview**

The Capital Projects Fund (8500D), which can be found in the Collaborative Community section of this budget, contains 171 fully-funded projects, including 11 new projects, representing a total cost of \$33,421,755. Total new spending from the General Fund, including a facility surcharge tacked on to County rent charges, is \$6,558,115.

### **Significant Projects Completed in Fiscal Year 2009-10**

The majority of projects completed in FY 2009-10 were related to capital maintenance. Although not high-profile, these projects are essential to the preservation of the County's existing extensive capital infrastructure or have ensured the County's continued commitment to full access to all of its facilities.

#### **Coyote Point Bay Trail Construction**

The Bay Area Trail is a regional trail that skirts along San Francisco Bay, with more than 500 miles of trails all accessible for public use. The Bay Area Trail still has significant gaps and the project at Coyote Point was designed to connect existing Bay Area Trail segments through the County park. Nearly \$2 million was committed to connecting the trail and improving the trails within Coyote Point.

#### **County Facilities Multiple Roof Repairs and Upgrades**

In FY 2009-10 the Capital Projects Team managed repairs and upgrades to a number of facilities' roofs, including County Office Building 1, the Work Furlough facility, the Election Registration facility and the Old County Courthouse. Roof repairs and replacements are scheduled to continue for San Mateo Medical Center Administration Building and the County Child Care Center "Our Place" into FY 2010-11.

#### **Construction Upgrades at Cordilleras Mental Health Facility**

Cordilleras Mental Health Facility was built in 1950, and its Rehabilitation Center primarily serves San Mateo County residents 18 and older with mental illness and multiple episodes of acute psychiatric hospitalization. The goal of Cordilleras is to allow individuals who would otherwise be in a state hospital or an acute care setting to develop the skills and support needed to live independently in the community.

The Cordilleras facility underwent major capital improvements to the internal building infrastructure in fiscal year 2009-10. The improvements included an upgrade to the hot water boiler and boiler room. An upgrade of the plumbing system in the kitchen, restrooms and cafeteria; replacement of the window sash around the facility, an upgrade to the security doors; and the replacement of the electrical panel system. Additional upgrades will continue in FY 2010-11.

#### **Americans with Disabilities Act Funds Provide Compliant Restrooms for COB1**

In FY 2009-10, \$250,000 was allocated to make ADA related repairs and upgrades to County facilities. In 2009, the County renovated all of the restrooms in COB1 to meet ADA compliance. A total of four floors of restrooms were renovated. Renovations to the restrooms included the reconfiguration of each restroom, new tile, ADA accessible stalls, hands-free soap dispensers and hands-free paper towel dispensers.

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**Child Care Center Lawn Replacement**

In November 2009, the Capital Projects Team worked with the Child Care Center to provide a solution to problems with sand on the lawn and expensive future repairs or replacements. The best solution was to replace the existing lawn with a synthetic lawn. Synthetic grass provides a beautiful, low maintenance alternative that eliminates the need to water or fertilize. The synthetic grass was simple to install, soft enough for the children to play on and is aesthetically pleasing throughout the seasons. This solution demonstrates the County's dedication to energy savings and reducing the County's overall carbon footprint.

**Significant Projects in Fiscal Year 2010-11****San Mateo Medical Center Morgue Renovation**

The Coroner's Office anticipates an increase in the number of autopsy cases required under state law. The current configuration of the morgue facilities at San Mateo Medical Center are inadequate because they do not provide sufficient space to perform multiple procedures without risking cross contamination of criminal casework. An outside architectural firm was retained to design a new morgue with enough space to meet the future demand for more autopsy cases. The new Morgue Suite design allows the space to be constructed within the existing footprint, addresses the space issues, and complies with the Americans with Disability Act. The renovation of the San Mateo Medical Center Morgue is scheduled to be completed by June 2011.

**(Renovation Budget \$775,000)**

**Northern and Central Courthouse Seismic Retrofit Project**

In 2009, the County transferred six Court facilities to the State pursuant to the Trial Court Facilities Act of 2002. However, the County remains 100% liable for any damage to the Northern and Central Courthouses caused by earthquakes until the buildings can be seismically retrofitted to Division of State Architect Level III or better. The Capital Projects Team retained outside engineering and geological specialists for professional consultations and design services. The County received approval from the State to allocate \$2.75 million in Courthouse Construction Funds to retrofit the building. In addition, the County contributed an additional \$420,000 in General Fund funding because the County occupies 20% of the Northern Branch facility. The seismic retrofitting is currently underway and expected to be completed by June 2011. Once the project is completed, San Mateo County will be the one of the few counties in the state to have seismically retrofitted all Court facilities to Level III or better.

**(Seismic Retrofit Budget \$3,170,000)**

**Hall of Justice Mechanical / Electrical Upgrades with Focus on Energy Efficiency**

In 2009 the Capital Projects Team, together with the State's Office of Court Construction Management, joined services to make upgrades to the Mechanical and Electrical assets within the Hall of Justice facility. The State Office of Construction contributed \$1.75 million in State Construction Funds and the County contributed \$1.4 million from the General Fund as the County occupies 46% of the Hall of Justice. The upgrades are focused on improving the building's energy efficiency. The project includes replacing the 56 year-old boilers, replacing the economizer intake system, and upgrading the Energy Management System. The project is currently underway and expected to be completed by December 2011.

**(Hall Of Justice Mechanical/Electrical Upgrades Budget \$3,150,000)**

**County of San Mateo Photovoltaic Solar Projects**

In October 2007, the Board of Supervisors adopted the Cool Counties Declaration. The declaration commits the County to reducing our carbon (CO<sub>2</sub>) footprint to 80% less than current levels by 2050. To help achieve this goal, the Board approved the Solar San Mateo program, which included a County facility component with the slogan, "San Mateo Solar Genesis. Using solar to help power County facilities."

In FY 2010-11, the Capital Projects team will begin the first major solar project. Two outside firms were retained to install a 330 kw-DC (280kw-AC) photovoltaic array on top of the County parking garage structure. To help cover the \$3.35 million cost of this major Capital Improvement Project, the County, the Capital Projects team, and the Department of Energy worked together to request, and received, a federal earmark solar grant in the amount of \$1.427 million. The County General Fund contributed an additional \$1.9 million in General Fund funding towards the project. The estimated date of completion for this project is October 2010.

**(County Center Photovoltaic Solar Panels Budget: \$3,327,000)**

**County of San Mateo**  
**ALL FUNDS**

**FY 2010-11 Revenues by Type**

|   | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2010-11  | % Change<br>2010-11 |
|---|--------------------|--------------------|--------------------|------------------------|--------------------|---------------------|
| <b>SOURCES</b>                          |                    |                    |                    |                        |                    |                     |
| Property Taxes - General Fund           | 174,527,341        | 189,044,841        | 175,719,673        | 189,073,493            | 13,353,820         | 7.6%                |
| Property Taxes - Non-General Fund       | 25,038,126         | 26,994,741         | 24,469,613         | 27,075,852             | 2,606,239          | 10.7%               |
| Property Taxes - Supplemental           | 10,034,847         | 8,848,473          | 6,523,679          | 6,588,686              | 65,007             | 1.0%                |
| Property Transfer Tax                   | 6,010,759          | 3,841,685          | 3,757,426          | 4,750,028              | 992,602            | 26.4%               |
| Return of Property Tax (Excess ERAF)    | 63,526,090         | 68,896,837         | 30,243,820         | 45,963,974             | 15,720,154         | 52.0%               |
| Property Tax In-Lieu of VLF             | 68,182,663         | 73,686,231         | 69,274,597         | 67,907,928             | (1,366,669)        | (2.0%)              |
| Property Tax In-Lieu of Sales Tax       | 4,615,928          | 5,131,953          | 3,792,624          | 4,203,180              | 410,556            | 10.8%               |
| Sales and Use Taxes                     | 15,389,338         | 16,236,894         | 15,915,516         | 13,070,038             | (2,845,478)        | (17.9%)             |
| Half-Cent Transportation Taxes          | 1,179,169          | 1,704,474          | 1,890,000          | 1,681,923              | (208,077)          | (11.0%)             |
| Transient Occupancy Tax                 | 749,628            | 936,779            | 951,474            | 834,959                | (116,515)          | (12.2%)             |
| Other Taxes                             | 1,109,813          | 8,627,545          | 1,543,038          | 1,127,410              | (415,628)          | (26.9%)             |
| <b>Taxes</b>                            | <b>370,363,702</b> | <b>403,950,453</b> | <b>334,081,460</b> | <b>362,277,471</b>     | <b>28,196,011</b>  | <b>8.4%</b>         |
| Building Permits                        | 2,242,445          | 1,602,204          | 1,700,000          | 1,600,000              | (100,000)          | (5.9%)              |
| Development and Zoning Permits          | 1,751,762          | 1,646,962          | 1,658,198          | 1,609,457              | (48,741)           | (2.9%)              |
| Franchise Fees                          | 6,080,186          | 5,624,159          | 5,778,017          | 933,734                | (4,844,283)        | (83.8%)             |
| Other Licenses and Permits              | 1,168,560          | 1,258,730          | 1,346,663          | 1,335,563              | (11,100)           | (0.8%)              |
| <b>Licenses, Permits and Franchises</b> | <b>11,242,953</b>  | <b>10,132,055</b>  | <b>10,482,878</b>  | <b>5,478,754</b>       | <b>(5,004,124)</b> | <b>(47.7%)</b>      |
| Court Fines and Forfeitures             | 8,947,035          | 9,947,707          | 9,718,765          | 9,945,013              | 226,248            | 2.3%                |
| Other Penalties and Forfeitures         | 927,044            | 610,659            | 565,000            | 565,000                | 0                  | 0.0%                |
| <b>Fines, Forfeitures and Penalties</b> | <b>9,874,079</b>   | <b>10,558,366</b>  | <b>10,283,765</b>  | <b>10,510,013</b>      | <b>226,248</b>     | <b>2.2%</b>         |
| Interest Earnings                       | 19,555,352         | (5,723,610)        | 8,087,297          | 3,977,809              | (4,109,488)        | (50.8%)             |
| Other Investment Income                 | 3,574,447          | 4,346,830          | 2,182,145          | 2,182,145              |                    | 0.0%                |
| Rents and Concessions                   | 3,382,505          | 3,845,886          | 3,428,042          | 3,662,258              | 234,216            | 6.8%                |
| <b>Use of Money and Property</b>        | <b>26,512,304</b>  | <b>2,469,106</b>   | <b>13,697,484</b>  | <b>9,822,212</b>       | <b>(3,875,272)</b> | <b>(28.3%)</b>      |
| Realignment                             | 72,970,268         | 66,152,499         | 74,366,084         | 64,934,297             | (9,431,787)        | (12.7%)             |
| Public Safety Sales Tax (Prop. 172)     | 63,224,413         | 57,556,836         | 60,987,433         | 49,399,508             | (11,587,925)       | (19.0%)             |
| Social Services Programs                | 119,784,563        | 118,275,883        | 138,522,069        | 160,066,534            | 21,544,465         | 15.6%               |
| Housing Programs                        | 7,015,888          | 5,512,466          | 6,456,539          | 6,456,539              | 0                  | 0.0%                |
| Behavioral Health & Recovery Svcs       | 39,944,687         | 37,657,219         | 48,103,372         | 40,757,128             | (7,346,244)        | (15.3%)             |
| Public Health Services                  | 10,725,748         | 10,032,488         | 9,502,385          | 10,148,371             | 645,986            | 6.8%                |

## County of San Mateo ALL FUNDS

### FY 2010-11 Revenues by Type

|  | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2010-11   | % Change<br>2010-11 |
|--|----------------------|----------------------|----------------------|------------------------|---------------------|---------------------|
| <b>SOURCES</b>                         |                      |                      |                      |                        |                     |                     |
| Family Health Services                 | 10,821,620           | 10,377,278           | 10,698,777           | 10,530,372             | (168,405)           | (1.6%)              |
| San Mateo Medical Center               | 36,185,119           | 42,166,131           | 43,005,710           | 38,502,286             | (4,503,424)         | (10.5%)             |
| Other Federal and State Aid            | 72,497,001           | 83,756,342           | 94,820,761           | 97,197,252             | 2,376,491           | 2.5%                |
| <b>Intergovernmental Revenues</b>      | <b>433,169,307</b>   | <b>431,487,142</b>   | <b>486,463,130</b>   | <b>477,992,287</b>     | <b>(8,470,843)</b>  | <b>(1.7%)</b>       |
| General Government Services            | 20,162,691           | 21,476,113           | 17,325,468           | 17,281,115             | (44,353)            | (0.3%)              |
| Public Safety Services                 | 17,749,332           | 18,743,630           | 18,484,435           | 18,326,570             | (157,865)           | (0.9%)              |
| Planning and Building Services         | 2,180,045            | 1,383,393            | 1,619,100            | 1,329,500              | (289,600)           | (17.9%)             |
| Parks Services                         | 2,230,586            | 2,080,835            | 2,739,500            | 2,700,476              | (39,024)            | (1.4%)              |
| Library Services                       | 722,505              | 748,608              | 697,000              | 630,000                | (67,000)            | (9.6%)              |
| Behavioral Health & Recovery Svcs      | 27,896,064           | 37,972,247           | 33,418,413           | 39,057,522             | 5,639,109           | 16.9%               |
| Public Health Services                 | 1,855,569            | 1,794,605            | 1,968,186            | 2,418,867              | 450,681             | 22.9%               |
| Family Health Services                 | 2,625,139            | 2,711,396            | 2,911,336            | 4,135,900              | 1,224,564           | 42.1%               |
| San Mateo Medical Center               | 106,728,523          | 125,568,489          | 149,273,510          | 159,699,855            | 10,426,345          | 7.0%                |
| Other Health Services                  | 11,724,067           | 11,889,299           | 13,670,281           | 13,854,375             | 184,094             | 1.3%                |
| Sanitation Services                    | 8,194,047            | 8,863,125            | 9,321,026            | 15,774,403             | 6,453,377           | 69.2%               |
| Other Charges for Services             | 12,342,677           | 14,069,175           | 9,619,137            | 7,502,107              | (2,117,030)         | (22.0%)             |
| <b>Charges for Services</b>            | <b>214,411,245</b>   | <b>247,300,915</b>   | <b>261,047,392</b>   | <b>282,710,690</b>     | <b>21,663,298</b>   | <b>8.3%</b>         |
| Interfund Revenue                      | 100,420,914          | 107,579,825          | 104,756,651          | 108,456,145            | 3,699,494           | 3.5%                |
| <b>Interfund Revenue</b>               | <b>100,420,914</b>   | <b>107,579,825</b>   | <b>104,756,651</b>   | <b>108,456,145</b>     | <b>3,699,494</b>    | <b>3.5%</b>         |
| Tobacco Settlement                     | 7,586,255            | 7,615,739            | 8,239,925            | 8,269,517              | 29,592              | 0.4%                |
| Foundation Grants                      | 8,846,131            | 8,429,274            | 10,028,756           | 6,943,630              | (3,085,126)         | (30.8%)             |
| Housing Loan & Project Cost Reimb      | 2,479,520            | 2,228,281            | 1,764,483            | 1,764,483              | 0                   | 0.0%                |
| Other Miscellaneous Revenue            | 17,860,940           | 22,756,576           | 18,744,114           | 20,034,063             | 1,289,949           | 6.9%                |
| <b>Miscellaneous Revenue</b>           | <b>36,772,846</b>    | <b>41,029,870</b>    | <b>38,777,278</b>    | <b>37,011,693</b>      | <b>(1,765,585)</b>  | <b>(4.6%)</b>       |
| Operating Transfers - Capital Projects | 8,434,282            | 7,381,614            | 29,188,713           | 28,850,721             | (337,992)           | (1.2%)              |
| Operating Transfers - Debt Service     | 28,758,242           | 30,534,805           | 30,411,099           | 29,636,404             | (774,695)           | (2.5%)              |
| Other Financing Sources                | 61,950,876           | 67,607,973           | 39,156,847           | 27,264,549             | (11,892,298)        | (30.4%)             |
| <b>Other Financing Sources</b>         | <b>99,143,400</b>    | <b>105,524,392</b>   | <b>98,756,659</b>    | <b>85,751,674</b>      | <b>(13,004,985)</b> | <b>(13.2%)</b>      |
| <b>Total Revenue</b>                   | <b>1,301,910,750</b> | <b>1,360,032,124</b> | <b>1,358,346,697</b> | <b>1,380,010,939</b>   | <b>21,664,242</b>   | <b>1.6%</b>         |



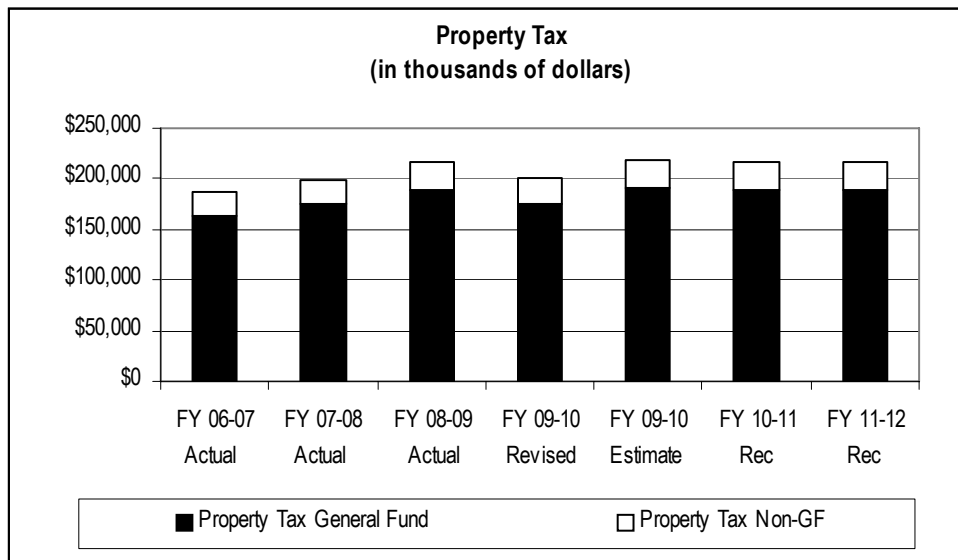
**Explanation of Major Revenue Sources:**

**Property Tax**

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

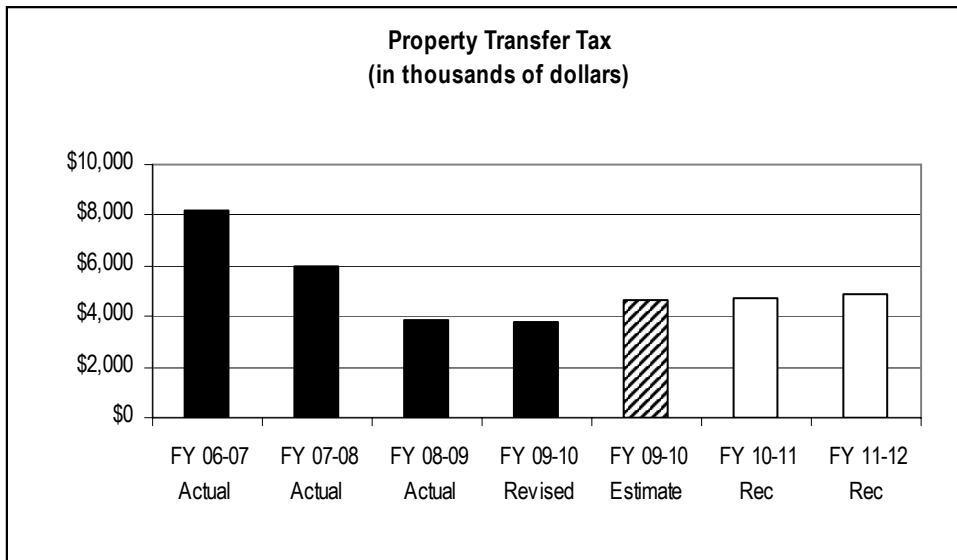
Secured property tax is the County’s largest discretionary General Fund revenue source. Secured property tax revenue, which averaged 7% or \$12.3 million for all funds over the previous six fiscal years, grew only 1.2% in FY 2009-10. The reduced FY 2009-10 Revised Budget figure below reflects a portion of the State’s Proposition 1A borrowing of local property taxes of \$13.8 million from the General Fund and \$2.2 million from Non-General Fund special districts. It should be noted that the 8% borrowed from the General Fund totaled \$20.7 million and other reductions in the FY 2009-10 Revised Budget are reflected in Supplementals, Property Tax In-Lieu of Vehicle License Fees and Property Tax In-Lieu of Sales Tax. The County has recouped all of the borrowed funds during FY 2009-10 through the California Communities Proposition 1A Securitization Program. Looking ahead five years, the County is projecting -1% growth in FY 2010-11, no growth in FY 2011-12 and then 2.5%, 3% and 3% for the following three years. These growth assumptions would result in average annual increases over the five year period of \$2.8 million for the General Fund and \$3.0 million for all funds. Despite the low growth figures caused by economic and housing market declines, the underlying equity in the County’s real estate inventory remains substantial. The median sales price for homes in San Mateo County was \$554,000 in February 2009, while the median assessed value of single family homes was below \$200,000.

About 85 percent of unsecured property tax is generated from businesses at San Francisco International Airport. After several years of declines, unsecured property tax revenues have increase 11.5% in FY 2008-09 and 4.4% in FY 2009-10. Due to stagnant activity at the Airport this past year, unsecured property tax revenue projections are kept flat at FY 2009-10 levels.



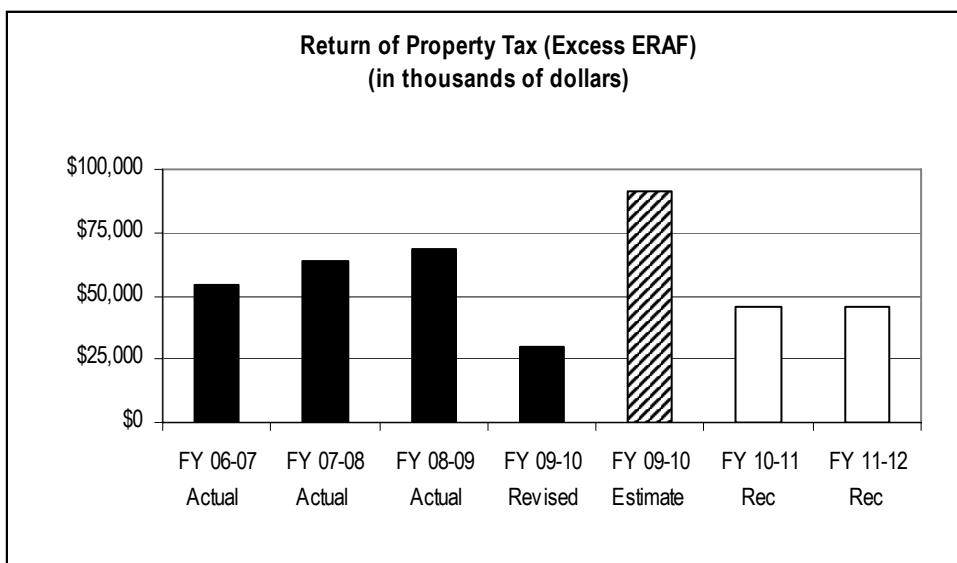
**Property Transfer Tax**

Property Transfer Tax revenue declined by 26.6% in FY 2007-08 and an additional 36.1% in FY 2008-09, for combined reductions over the two-year period of \$4.4 million. This revenue source rebounded in FY 2009-10 with an increase of 21% or \$891,000, but remains \$3.5 million below FY 2006-07 levels. Predicting that housing market activity will continue to recover slowly, modest 2% growth is expected in both FY 2010-11 and FY 2011-12.



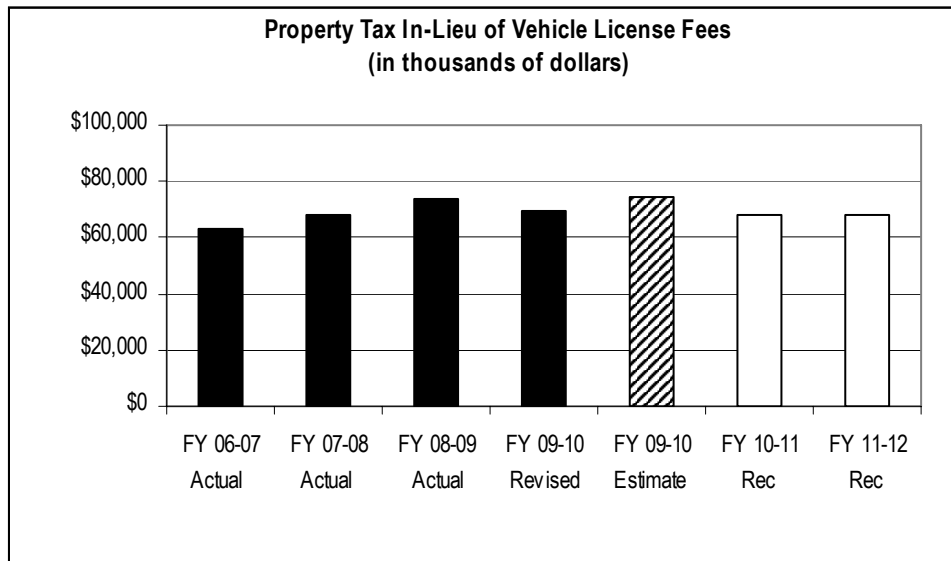
**Return of Local Property Tax (Excess ERAF)**

Pursuant to Revenue and Taxation Code sections 97.2 and 97.3, property tax contributions made by the County to the Education Revenue Augmentation Fund (ERAF) in excess of mandated school funding levels will be returned to the County. Over the past seven years, the County has received \$419.0 million from this revenue source, including \$91.3 million in FY 2009-10. The County considers Excess ERAF an unpredictable and potentially unstable source of funding and limits its use to one-time purposes, such as paying down unfunded retiree health benefits and capital improvement projects. When budgeting Excess ERAF, the County only appropriates the undistributed April apportionment, which is distributed the following December. As a result, \$46.0 million is budgeted in FY 2010-11 and FY 2011-12, of which \$44.6 million is in the General Fund.



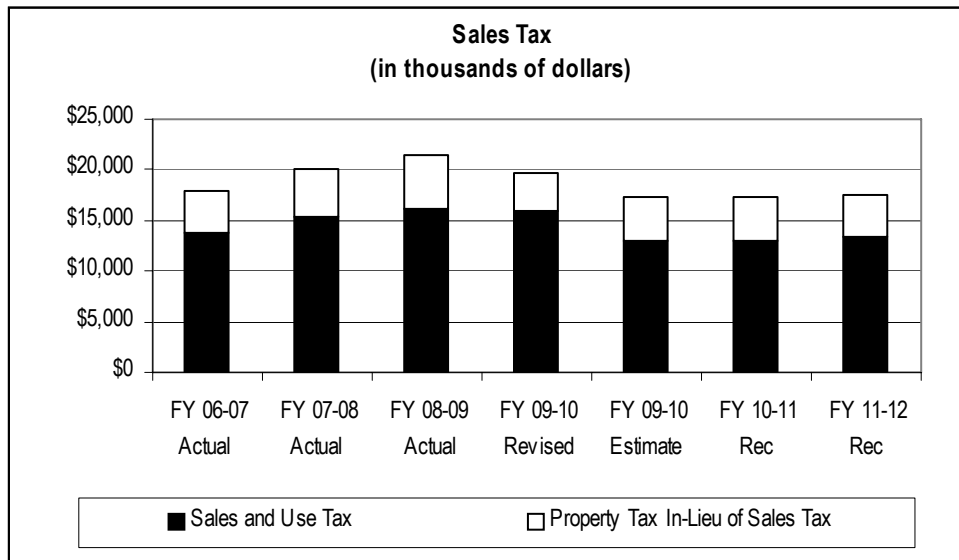
### **Property Tax In-Lieu of Vehicle License Fees**

Budgeted revenues from Property Tax In-Lieu of Vehicle License Fees have been adjusted downward by 1% in FY 2010-11 and kept flat in FY 2011-12, as growth in this revenue source tracks with secured property taxes. In addition, with the prospect of the Community College District turning basic aid in FY 2010-11, whereby the property taxes received by Revenue Limit Districts may be insufficient to pay the In-Lieu VLF amount, this revenue source is reduced an additional \$6.5 million. The State Chancellor's Office projects that the District will turn basic aid in FY 2010-11 and the County Controller estimates that this will result in a shortfall of \$11 million in the statutory In-Lieu VLF distributions to cities and the County. The County's share of the \$11 million projected shortfall is \$6.5 million. As a result, the amount appropriated in both FY 2009-10 and FY 2010-11 is \$67.9 million. The reduced FY 2009-10 Revised Budget figure below reflects a portion of the State's Proposition 1A borrowing of local property taxes of \$5.9 million. The County has recouped all of the borrowed funds during FY 2009-10 through the California Communities Proposition 1A Securitization Program.



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

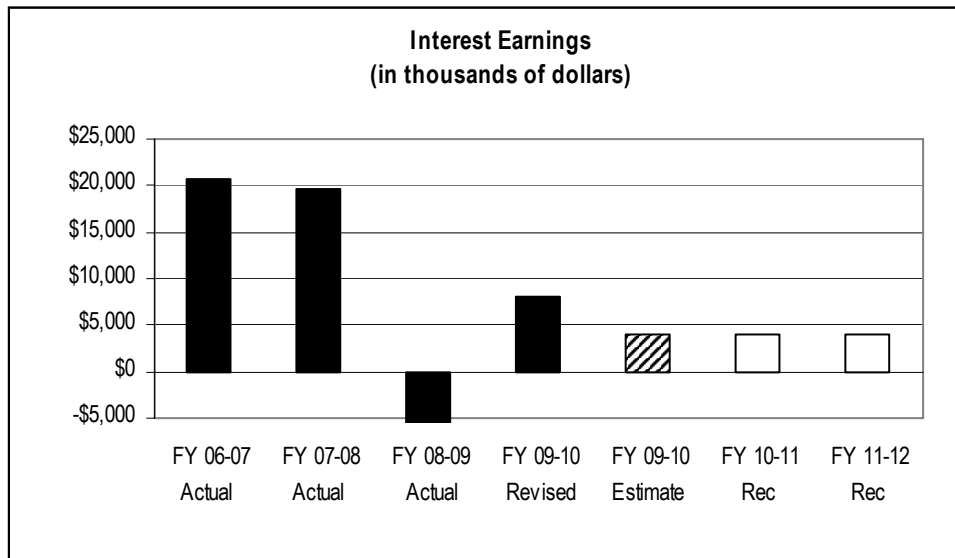
About 60 percent of point-of-sale revenues come from businesses at San Francisco Airport, mostly from car rental agencies and jet fuel. The County began losing the majority of its jet fuel sales tax revenue, about \$1.2 million annually, in the last quarter of FY 2003-04 due to the consolidation of all fuel purchases made by United Airlines to a subsidiary located in the City of Oakland. Beginning in January 2008, the County regained the lost proceeds due to legislation that re-established the point-of-sale at the wing tip. As a result, sales tax revenues increased by 11.9% in FY 2007-08 and 5.5% in FY 2008-09. However, due to stagnant activity at the Airport and lower sales activity throughout the county, revenue projections are down 19.5% in FY 2009-10. Assuming slow economic recovery, point-of-sale revenues are kept flat at current year levels in FY 2010-11 with modest 2% growth anticipated in FY 2011-12. Pursuant to the Triple Flip, which the State implemented in FY 2004-05 to dedicate 0.25% of sales tax as the revenue source for repayment of the State Economic Recovery Bonds, a portion of sales tax has been replaced dollar-for-dollar with property tax. An account called Property Tax In-Lieu of Sales Tax was established for this purpose. Due to declining statewide and local sales activity, Property Tax In-Lieu of Sales Tax was decreased by 18.1% in FY 2009-10. Like point-of-sale revenues, this revenue source is kept flat at current year levels in FY 2010-11 with modest 2% growth anticipated in FY 2011-12.



### Interest Earnings and Other Investment Income

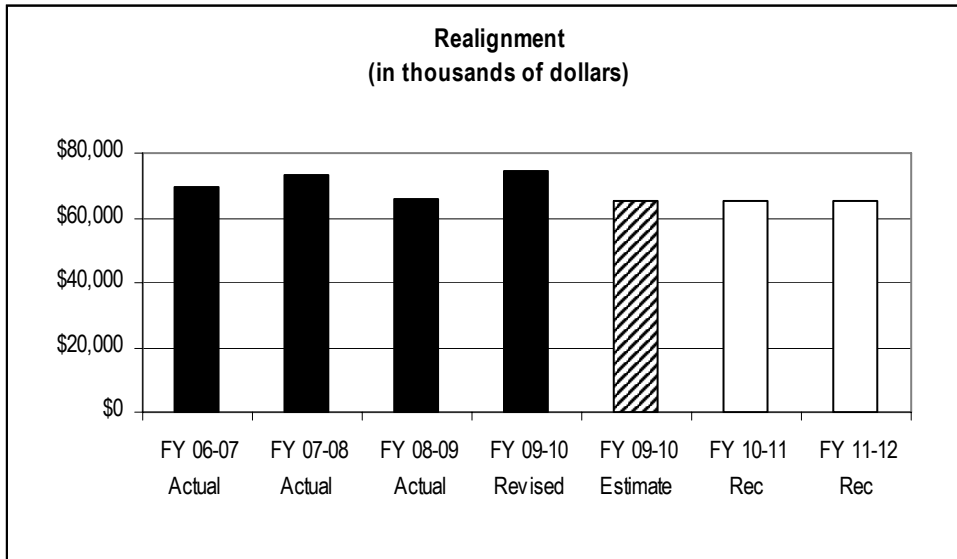
This revenue source includes the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Due to the Lehman Brothers' bankruptcy in which the County lost \$17.6 million, coupled with lower interest rates, the instability of the financial markets and declining cash balances due to State revenue deferrals, the County ended FY 2008-09 with a loss of \$5.7 million. An earnings assumption rate of 1.75% was used in estimating the FY 2009-10 revenue, however, earnings in the current year are tracking below 1%, resulting in a projected shortfall of \$4.1 million. Given the instability of the financial markets and the low yield from Treasuries, interest and investment earnings have been kept flat at current year levels in both FY 2010-11 and FY 2011-12. The County continues to work with legislators in Washington D.C. to recoup the Lehman losses and is in the process of updating the County's Investment Policy in order to minimize risks, create greater diversification and improve the safety and stability of pooled funds.

Other investment income, which reflects earnings from the prepayment of retirement contributions, will come in below expectations in FY 2009-10 as the County was unable to prepay retirement for the entire year due to cash flow concerns. The County did prepay retirement in January and is projected to earn \$775,000 for the six-month period. The County has budgeted this revenue at \$2.2 million in FY 2010-11 with the assumption that prepayment will be made for a full fiscal year. If the County opts not to pre-fund retirement based on anticipated cash flow concerns, this revenue source will be adjusted downward prior to final adoption of the budget in September 2010.



**Realignment VLF and Sales Tax**

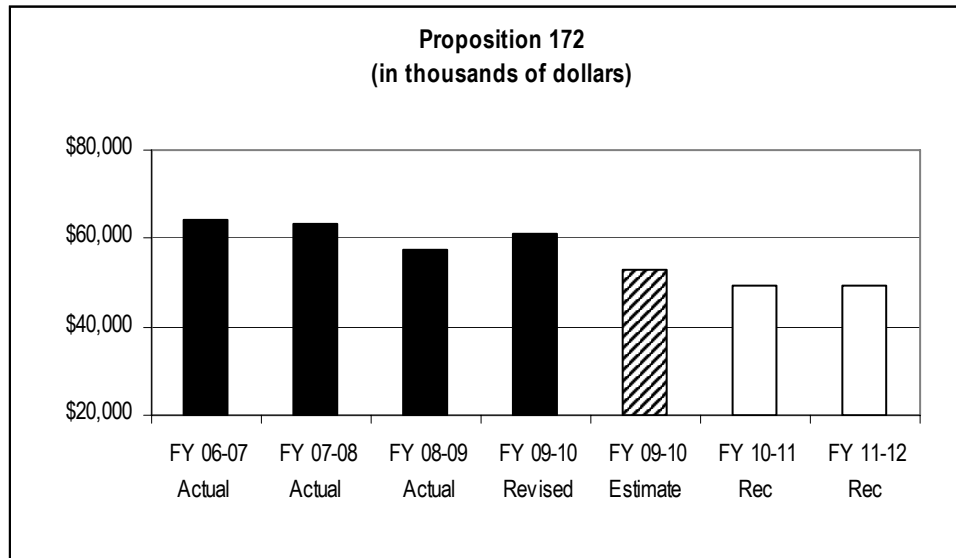
During FY 1991-92, the State experienced a budget deficit and revenue increases were used to balance the budget. Among the most significant was the shift of responsibility from the State to counties for health, mental health, and various social services programs, accompanied by a source of revenue to pay for the funding changes. The changes are known as Realignment and the new revenues allocated to counties to fund these programs were a one-half percent sales tax and an increase in the Vehicle License Fee. The allocation mechanism is complex and formula-driven. The formula involves a base year amount and subsequent year growth formulas. Growth in this formula is driven by the State economy (sales tax revenue) and proportional caseload growth of each county. Realignment revenues are projected to come in 12.6% below target in FY 2009-10 due to the sluggish economy and declining statewide sales, coupled with a proportional reduction in the County's caseload growth when compared to the statewide average. This revenue source is kept flat at approximately \$65 million in FY 2010-11 and FY 2011-12, which may be optimistic given current and short-term statewide sales tax projections. This area will be closely monitored during the course of FY 2010-11.



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

The County began receiving revenue from this half-cent sales tax in FY 1993-94 after the ballot initiative passed. For several years this revenue had been the primary funding source of negotiated labor increases in Criminal Justice departments such as the Sheriff, Probation, District Attorney, and Coroner. Distribution of this tax to the County is based on its portion of statewide taxable sales. An annual factor is calculated for each county by the State Controller using statewide taxable sales from the prior calendar year based on each counties' proportional share of statewide sales. This factor is applied against monthly sales tax receipts in the current year for distribution to counties.

Public Safety Sales Tax revenues have declined 25.9% over the past eight years from a high of \$71.5 million in FY 2001-02 to a projected \$52.9 million in FY 2009-10. The County's annual factor increased for the first time in six years in FY 2008-09 due to the return of jet fuel sales tax proceeds in January 2008. However, despite increases in the factor the past two years and a projected increase in FY 2010-11, the County is again anticipating a decline in this revenue source of \$3.6 million or 6.7% in FY 2010-11 due to anemic statewide sales. Until such time that statewide sales rebound on a consistent basis, the County is leaving this revenue source flat at \$49.4 million.



### **Social Services Programs**

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

There is a net increase of \$21,381,465 in this funding source due to increases of \$21,314,507 in American Reinvestment and Recovery Act (ARRA)-Temporary Assistance for Needy Families (TANF)- Emergency Contingency Funds (ECF); \$1,957,646 in Workforce Investment Administration (WIA) ARRA; \$1,171,542 in Medi-Cal and CalWORKs Eligibility administration; \$1,141,500 in Aid Payments; \$300,446 in Foster Care aid payments; \$76,504 in Staff Development costs and \$75,924 in Prevention and Early Intervention funding. These increases are offset by reductions of \$668,936 in Child Welfare Services (CWS); \$34,431 in Vocational Rehabilitation Services (VRS); \$1,368,066 in CalWORKs Employment services administration; \$731,066 in WIA; and \$1,854,105 in Child Care Stage One.

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

A net decrease of \$7,365,312 in non-Realignment intergovernmental revenue includes: a net decrease in Mental Health Services Act (MHSA, "Proposition 63") funding of \$3,740,084, which includes decreases in Community Services and Supports and Information Technology, and increases in Prevention and Early Intervention and Workforce Education and Training; elimination of prior year SB 90 revenue that was fully recognized in FY 2009-10; elimination of \$2,493,000 of State General Fund for pharmacy and laboratory services; and elimination of \$1,398,354 for Prop 36 services, which were funded by AOD trust funds and the Federal Justice Assistance Grant. Charges for Services revenues are increased by \$5,621,206 due to leveraging of MHSA revenue as matching funds, and third party reimbursements due to increased utilization review and improved AOD and Mental Health Medical Administrative Activities (MAA) claiming processes.

**Public Health**

A net increase of \$645,986 in non-Realignment intergovernmental revenue includes increases of \$282,538 in a new federal Health Resources and Services Administration (HRSA) grant for Public Health Laboratory design project, \$204,089 in contributions from cities for payment of the contract with the Peninsula Humane Society, \$119,931 in funding from the State for the first of two years for an Assistant Laboratory Director - Unclassified position, \$194,645 in Ryan White and Housing Opportunities for People With AIDS (HOPWA) grants, \$53,552 in funding from the State and federal sources for the Bioterrorism program and \$17,898 in the State Tuberculosis grant award; partially offsetting these additions are reductions of \$190,667 in the AIDS master grant and \$36,000 in the elimination of State funding for viral load tests.

Charges for Services revenue are increased by \$450,681 due to projected increases of \$237,219 in Federally Qualified Health Center (FQHC) revenue, \$85,000 in Public Health Laboratory revenue for services provided, \$58,196 in Medi-Cal Administration Activities (MAA) revenue, \$30,600 in Medi-Cal and Health Plan of San Mateo reimbursements, \$27,850 in patient fees, and \$11,816 in Vital Statistics documentation fees.

**Family Health Services**

A net decrease of \$168,405 in non-Realignment intergovernmental revenue is due to reductions to the Maternal Child and Adolescent Health Program (MCAH) of \$669,012, offset by an increase to the State allocation for the Woman, Infants, and Children (WIC) program and other grants of \$500,607.

Charges for Services revenues are increased by \$1,224,564 due to shifting MCAH staff to MAA and Targeted Case Management (TCM) program revenues, as well as the federal Federal Medical Assistance Percentages increase allocated to MAA.

**San Mateo Medical Center**

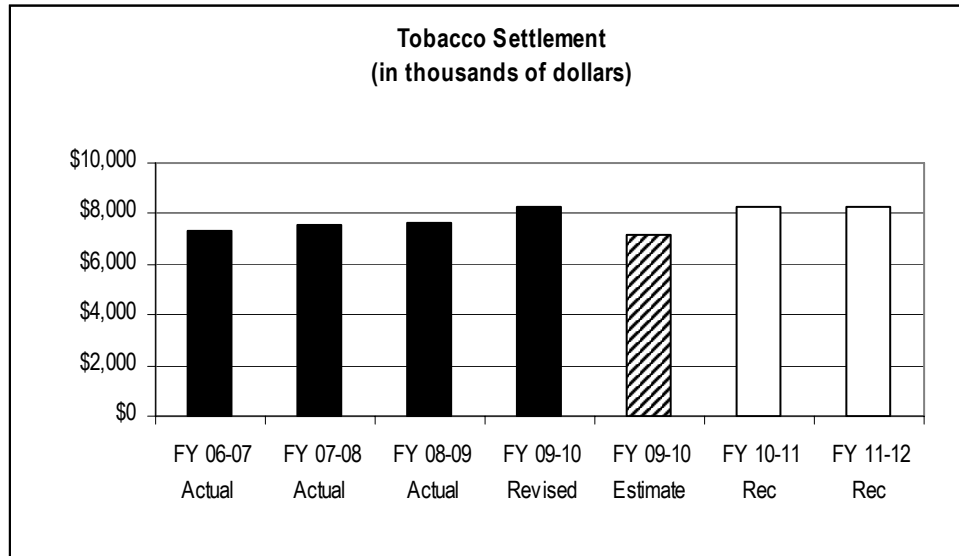
There is a net decrease of \$4,503,424 in Intergovernmental Revenues due to \$5,315,135 in reductions in the Long-Term Care Supplemental payment as a result of a lower census at Burlingame Long Term Care and Other State Aid of \$772,920 due to adjusted rates for the Access Care for Everyone (ACE) Program. These decreases were partially offset by an increase in the Medi-Cal Waiver of \$588,820, state aid for the TCM / MAA programs of \$821,278, and Other Federal Grants of \$174,533.

Charges for Services are increased by \$10,426,345 primarily due to adjusted gross charges in the Medical Center. Gross charges are increased by \$9,312,745 as a result of price increases up to current market rates. There is also an increase of \$624,477 for the sale of drugs and medical supplies.



### **Tobacco Settlement**

On August 5, 1998 the State of California and participating California counties and cities entered into a Memorandum of Understanding (MOU), which allocates a portion of tobacco settlement proceeds to the participating counties and cities. On December 9, 1998 the Master Settlement Agreement (MSA) between participating states and various tobacco companies received court approval. The Board of Supervisors has allocated most of these funds to the operations of the San Mateo Medical Center. Under the settlement, California is expected to receive approximately \$25 billion through 2025. FY 2009-10 receipts came in at \$7,162,944, which is \$1,140,431 below budget. The budget from this source FY 2010-11 and FY 2011-12 has been set at \$8,269,517 based on the latest payment schedule from the State. The State will be updating the payment schedule in the summer of 2010 and the budget will be adjusted accordingly.



### **Operating Transfers/Other Financing Sources**

**Operating Transfers - Capital Projects:** This revenue source is decreased \$337,992, from \$29.2 million to \$28.9 million, and includes new appropriations of \$5,559,356 from Non-Departmental Services and \$998,759 from the Facility Surcharge for countywide projects, including deferred maintenance projects identified through the Facility Condition Index System (FCIS); improvements at Camp Glenwood in La Honda; renovation of the County Morgue; deconstruction of the old Juvenile Hall; seismic retrofit, window resealing and boiler replacement at the San Mateo Medical Center; and phase two of the Countywide Facility Master Plan. Reappropriated projects totaling \$22,292,606 include the installation of solar panels on the roof of the Redwood City parking structure; replacement of the boiler at the Hall of Justice; replacement of the Maguire Jail fire alarm system; continuation of various maintenance and ADA projects; and seismic retrofit of the Northern Branch Courthouse in the City of South San Francisco and the Central Branch Courthouse in the City of San Mateo.

**Operating Transfers - Debt Service:** This revenue source is decreased \$774,695 primarily due to the partial refunding of the outstanding 1997 and 1999 bonds totaling \$115.5 million in December 2009, saving the County approximately \$780,000 per year over the next 18 years.

**Other Financing Sources:** This revenue source is decreased \$11.9 million primarily due to a reduction in the monthly General Fund subsidy transfers to the San Mateo Medical Center, from \$34.8 million to \$23.2 million.

## County of San Mateo ALL FUNDS

### FY 2010-11 Expenditures by Type

|  | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2010-11   | % Change<br>2010-11 |
|--|----------------------|----------------------|----------------------|------------------------|---------------------|---------------------|
| <b><u>Operating Expenditures</u></b>     |                      |                      |                      |                        |                     |                     |
| Regular Salaries                         | 404,307,655          | 420,785,580          | 454,956,282          | 441,597,674            | (13,358,608)        | (2.9%)              |
| Extra Help                               | 19,085,725           | 18,288,586           | 15,429,091           | 17,249,692             | 1,820,601           | 11.8%               |
| Overtime                                 | 20,393,699           | 18,653,766           | 14,243,620           | 12,583,979             | (1,659,641)         | (11.7%)             |
| Retirement                               | 106,758,412          | 107,900,760          | 109,983,456          | 152,789,689            | 42,806,233          | 38.9%               |
| Health Benefits                          | 56,263,013           | 63,618,441           | 74,364,373           | 75,652,729             | 1,288,356           | 1.7%                |
| Statutory Compensation                   | 38,024,667           | 41,335,543           | 42,361,025           | 41,253,974             | (1,107,051)         | (2.6%)              |
| Other Benefits                           | 1,179,036            | 1,133,032            | 4,709,884            | 4,231,230              | (478,654)           | (10.2%)             |
| <b>Salaries and Benefits</b>             | <b>646,012,207</b>   | <b>671,715,708</b>   | <b>716,047,731</b>   | <b>745,358,967</b>     | <b>29,311,236</b>   | <b>4.1%</b>         |
| Office Expense                           | 21,510,185           | 18,640,597           | 24,959,535           | 21,730,340             | (3,229,195)         | (12.9%)             |
| Drugs/Medical Supplies                   | 37,553,303           | 37,973,717           | 37,327,305           | 30,208,973             | (7,118,332)         | (19.1%)             |
| Non-Capital Equipment                    | 8,476,827            | 4,949,988            | 6,182,161            | 4,452,276              | (1,729,885)         | (28.0%)             |
| Facility/Equipment Maintenance           | 22,385,184           | 23,698,846           | 30,508,327           | 26,902,726             | (3,605,601)         | (11.8%)             |
| Utilities Expense                        | 17,318,561           | 16,482,275           | 17,603,008           | 17,544,087             | (58,921)            | (0.3%)              |
| Contracts for Services                   | 140,681,083          | 147,802,031          | 169,517,965          | 179,773,441            | 10,255,476          | 6.0%                |
| Interagency Agreements                   | 42,374,561           | 45,991,941           | 46,537,355           | 46,937,403             | 400,048             | 0.9%                |
| Public Assistance Programs               | 68,588,494           | 73,849,985           | 84,111,443           | 82,539,967             | (1,571,476)         | (1.9%)              |
| State Trial Court Contributions          | 16,089,440           | 16,191,556           | 17,241,972           | 17,241,972             | 0                   | 0.0%                |
| Medical Center Contributions             | 72,276,502           | 81,841,198           | 66,570,454           | 64,453,813             | (2,116,641)         | (3.2%)              |
| Housing Project Contributions            | 4,942,615            | 6,479,291            | 5,464,848            | 5,788,258              | 323,410             | 5.9%                |
| Other Contributions                      | 9,904,868            | 12,444,304           | 13,844,731           | 5,046,263              | (8,798,468)         | (63.6%)             |
| Internal Services/Overhead               | 171,324,689          | 192,920,246          | 213,491,845          | 205,957,499            | (7,534,346)         | (3.5%)              |
| Debt/Capital Financing                   | 35,689,226           | 36,969,098           | 59,224,571           | 51,405,216             | (7,819,355)         | (13.2%)             |
| Other Financing Uses/Transfers           | 65,980,087           | 8,737,583            | 5,768,299            | 5,829,999              | 61,700              | 1.1%                |
| Other Operating Expense                  | 84,633,050           | 98,401,883           | 105,713,738          | 90,872,579             | (14,841,159)        | (14.0%)             |
| <b>Operating Sub-Total</b>               | <b>1,465,740,882</b> | <b>1,495,090,247</b> | <b>1,620,115,288</b> | <b>1,602,043,779</b>   | <b>(18,071,509)</b> | <b>(1.1%)</b>       |
| Intrafund Transfers                      | (153,961,970)        | (167,484,337)        | (194,867,687)        | (180,975,722)          | 13,891,965          | (7.1%)              |
| <b>Operating Total</b>                   | <b>1,311,778,912</b> | <b>1,327,605,910</b> | <b>1,425,247,601</b> | <b>1,421,068,057</b>   | <b>(4,179,544)</b>  | <b>(0.3%)</b>       |
| <b><u>Non-Operating Expenditures</u></b> |                      |                      |                      |                        |                     |                     |
| Capital Improvements                     | 18,478,247           | 11,293,912           | 50,522,498           | 47,631,500             | (2,890,998)         | (5.7%)              |
| Capital Purchases                        | 8,811,443            | 4,977,252            | 8,484,606            | 12,591,705             | 4,107,099           | 48.4%               |
| <b>Expenditure Total</b>                 | <b>1,339,068,602</b> | <b>1,343,877,074</b> | <b>1,484,254,705</b> | <b>1,481,291,262</b>   | <b>(2,963,443)</b>  | <b>(0.2%)</b>       |
| Reserves/Conting.- General Fund          | 170,481,622          | 221,542,503          | 196,925,831          | 209,312,961            | 12,387,130          | 6.3%                |
| Reserves/Conting.- Non-General Fund      | 107,576,189          | 125,224,246          | 78,328,628           | 76,231,988             | (2,096,640)         | (2.7%)              |
| <b>TOTAL REQUIREMENTS</b>                | <b>1,617,126,413</b> | <b>1,690,643,823</b> | <b>1,759,509,164</b> | <b>1,766,836,211</b>   | <b>7,327,047</b>    | <b>0.4%</b>         |

**County of San Mateo**  
**ALL FUNDS**

**FY 2010-11 Changes in Projected Fund Balance**

| Agency/Budget Unit                           | Beginning Balance  | Budgeted Revenues    | Budgeted Expenditures | Anticipated Carryforward | Ending Balance     | Percent Change |
|--|--------------------|----------------------|-----------------------|--------------------------|--------------------|----------------|
| <b>General Fund</b>                          |                    |                      |                       |                          |                    |                |
| General Fund                                 | 283,677,441        | 949,120,283          | 1,023,484,763         | 12,847,090               | 222,160,051        | (21.7%)        |
| <b>Special Revenue and Trust Funds</b>       |                    |                      |                       |                          |                    |                |
| Emergency Medical Services Fund              | 2,563,412          | 2,199,415            | 2,261,237             |                          | 2,501,590          | (2.4%)         |
| IHSS Public Authority Fund                   | 3,372,643          | 14,659,473           | 14,659,473            |                          | 3,372,643          | 0.0%           |
| Fish and Game Propagation Fund               | 69,954             | 2,500                | 15,000                |                          | 57,454             | (17.9%)        |
| Off-Highway Vehicle License Fund             | 76,676             |                      | 76,676                |                          |                    | (100.0%)       |
| Structural Fire Protection Fund              |                    | 6,419,421            | 6,419,421             |                          |                    | 0.0%           |
| Road Fund                                    | 10,178,091         | 20,462,607           | 23,765,903            | 3,303,296                | 10,178,091         | 0.0%           |
| Half-Cent Transportation Fund                | 217,656            | 2,877,232            | 3,094,888             | 217,656                  | 217,656            | 0.0%           |
| Road Improvement Fund                        | 3,074,721          | 275,000              |                       |                          | 3,349,721          | 8.9%           |
| Solid Waste Fund                             | 2,919,367          | 2,935,577            | 4,140,391             | 1,204,814                | 2,919,367          | 0.0%           |
| Waste Management Fund                        |                    | 3,170,002            | 2,646,397             |                          | 523,605            | 100.0%         |
| County Library Fund                          | 11,237,027         | 19,778,250           | 20,804,930            |                          | 10,210,347         | (9.1%)         |
| <b>Enterprise Funds</b>                      |                    |                      |                       |                          |                    |                |
| Coyote Point Marina Operating Fund           | 465,924            | 1,498,969            | 1,725,437             | 226,468                  | 465,924            | 0.0%           |
| County Airports Fund                         | 2,050,095          | 3,379,553            | 4,566,840             | 461,646                  | 1,324,454          | (35.4%)        |
| Medical Center Enterprise Fund               |                    | 258,058,719          | 258,058,719           |                          |                    | 0.0%           |
| <b>Special District Funds</b>                |                    |                      |                       |                          |                    |                |
| County Service Area #1 Fund                  | 1,276,491          | 2,133,110            | 2,287,642             | 154,532                  | 1,276,491          | 0.0%           |
| Public Works Special Districts               | 35,915,108         | 19,037,169           | 31,244,293            | 20                       | 23,708,004         | (34.0%)        |
| <b>Debt Service &amp; Capital Proj Funds</b> |                    |                      |                       |                          |                    |                |
| Debt Service Fund                            | 15,246,119         | 29,636,404           | 30,560,797            |                          | 14,321,726         | (6.1%)         |
| Accumulated Capital Outlay Fund              | 5,741              | 200                  |                       |                          | 5,941              | 3.5%           |
| Criminal Justice Temp Constr Fund            | 938,660            | 1,160,000            | 1,100,000             |                          | 998,660            | 6.4%           |
| Courthouse Temp Constr Fund                  | 3,311,874          | 1,180,000            | 4,105,594             |                          | 386,280            | (88.3%)        |
| Parks Acq and Development Fund               | 4,519,030          | 2,062,320            | 4,072,266             |                          | 2,509,084          | (44.5%)        |
| Capital Projects Fund                        | 1,829,336          | 31,592,419           | 33,421,755            | 1,829,336                | 1,829,336          | 0.0%           |
| <b>Internal Service Funds</b>                |                    |                      |                       |                          |                    |                |
| Motor Pool Internal Service Fund             | 3,879,906          | 5,876,072            | 6,282,596             |                          | 3,473,382          | (10.5%)        |
| Construction Services Fund                   |                    | 2,496,244            | 2,496,244             |                          |                    | 0.0%           |
| <b>Total All Funds</b>                       | <b>386,825,272</b> | <b>1,380,010,939</b> | <b>1,481,291,262</b>  | <b>20,244,858</b>        | <b>305,789,807</b> | <b>(20.9%)</b> |

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

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

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

- General Fund - Projected Fund Balance for FY 2010-11 is equivalent to 23.0% of Total Sources and Reserves/Contingencies are 20.5% of Net Appropriations. Projected Fund Balance for FY 2011-12 is equivalent to 19.4% of Total Sources and Reserves/Contingencies are 16.2% of Net Appropriations. The primary reason for the projected decline of 21.7% or \$61.5 million is directly attributable to the County's projected structural budget deficit of \$98 million in FY 2010-11. Other factors include the anticipated expenditure of one-time projects and contributions and the conservative approach the County takes in budgeting Excess ERAF.

**Structural Budget Deficit:** In December 2009, the County Manager presented to the Board of Supervisors his updated five-year plan to eliminate the structural deficit by FY 2012-13. It is projected that the deficit, which is currently \$87 million, could grow to \$150 million over the next five years if nothing were done to mitigate its growth and align ongoing revenues and expenditures. In response to growing health care costs, the Board of Supervisors revised the General Fund contributions to the Medical Center by eliminating the assumption that the contribution would be reduced to \$50 million by FY 2013-14 and instead directed the County Manager to allocate budget targets for the Medical Center equivalent to those of other divisions in the Health System. This change alone increased the five-year deficit projections by \$22 million. Other major factors impacting the deficit are the increase in retirement contributions of \$42.8 million due to investment losses incurred by the retirement fund during the recession, coupled with declining revenues from secured property taxes, Property Taxes In-Lieu of Vehicle License Fees, Public Safety Sales Tax (Proposition 172), local sales taxes, and interest and investment earnings. The projected deficit of \$126 million for FY 2010-11 has been reduced to \$90 million due to ongoing department reductions of \$36 million.

**Special Revenue and Trust Funds**

- Fish and Game Propagation Fund - Reduction in Fund Balance is primarily due to reductions in overall State support of the program.
- Off-Highway Vehicle License Fund - Reduction in Fund Balance is primarily due to the elimination of what was once ongoing funding from the State.
- Road Improvement Fund - The small increase in Fund Balance is due to a decrease in engineering services, combined with no new projects currently scheduled in FY 2010-11.
- Waste Management Fund - This fund collects revenue from the newly implemented AB 939 Waste Diversion Fee and Garbage Collection Administration Fees. Because this is a new Fund, the Fund Balance at the beginning of FY 2010-11 was zero. After collecting the new fees and using the funds to support eligible Solid Waste Management and Diversion programs in FY 2010-11, the Fund Balance is projected to increase.
- County Library Fund - Reduction in Fund Balance is primarily due to an slowdown in the housing market and its impact on related property tax revenues.

**Enterprise Funds**

- County Airports Fund - The San Carlos and Half Moon Bay Airports received one-time Federal and State funds to make safety improvements and other capital projects. These projects will be completed in FY 2010-11, resulting in a corresponding reduction in Fund Balance.

**Special District Funds**

- Public Works Special Districts - The various Special Districts administered by Public Works have substantial infrastructure that require major maintenance and capital improvements. A number of large projects will be undertaken in FY 2009-10 for sewer and flood control districts, resulting in a reduction in Fund Balance.

**Debt Service and Capital Service Funds**

- Debt Service Fund - Reduction in Fund Balance is primarily due to payments for the 1999 Mutual Aid Radio project and rent stabilization for County Office Building 2. The County bonds for 1997 and 1999 were refinanced in FY 2009-10, which increased rents for COB2 for the next 10 years. Reserves will be used to offset increased rent until future annual debt service payments decrease.
- Courthouse Temporary Construction Fund - Reduction in Fund Balance is primarily due to the anticipated completion of seismic upgrade projects in FY 2010-11.
- Parks Acquisition and Development Fund - Reductions in Fund Balance is primarily due to the anticipated completion of capital projects.

**Internal Service Funds**

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

## FY 2009-10 Mid-Year Vacant Position Reduction Summary

### Accelerated Time Line – Mid-Year Position Reductions

With the continuing decline in General Fund revenue receipts during the course of FY 2009-10, the Board of Supervisors approved an accelerated timeline to more quickly address the structural deficit in the current fiscal year. On February 9, 2010 the Board approved a Salary Ordinance Amendment eliminating 64 vacant positions for annual ongoing savings of \$6.4 million. Six of the positions are Management, which is in line with the percentage of total County positions that are Management. Due to the timing of these reductions, these positions are not included in the "Revised FY 2009-10" column of the Budget Unit Summaries and Resource Allocation tables found in the operating department budget presentations nor are they included in the Authorized Position Summary on the following pages. However, the elimination of these positions represents a significant portion of the County's overall budget balancing strategies for FY 2010-11.

| Outcome / Department                | Count     | Job Class Title                     | Manager  | Non-Manager |
|-------------------------------------|-----------|-------------------------------------|----------|-------------|
| <b>HEALTHY COMMUNITY</b>            |           |                                     |          |             |
| <b>Health System</b>                |           |                                     |          |             |
| Aging and Adult Services            | 1         | Public Health Nurse                 |          | 1           |
|                                     | 2         | Social Worker III                   |          | 2           |
|                                     | 1         | Deputy Public Guardian Con III      |          | 1           |
| Behavioral Health and Recovery Svcs | 1         | Patient Services Assistant          |          | 1           |
|                                     | 1         | Psych Social Worker II              |          | 1           |
|                                     | 1         | Psych Social Worker II-U            |          | 1           |
|                                     | 1         | Fiscal Office Assistant II          |          | 1           |
|                                     | 1         | Marriage Family Therapist II        |          | 1           |
|                                     | 1         | Residential Counselor 1             |          | 1           |
|                                     | 1         | Marriage Family Therapist I         |          | 1           |
| Correctional Health                 | 1         | Nurse Practitioner                  |          | 1           |
|                                     | 1         | Staff Nurse                         |          | 1           |
|                                     | 1         | Psychologist II                     |          | 1           |
|                                     | 1         | Program Counselor II                |          | 1           |
| Environmental Health                | 1         | Environmental Health Specialist III |          | 1           |
| Health Policy and Planning          | 2         | Health Benefits Analyst II          |          | 2           |
| Public Health                       | 1         | Fiscal Office Assistant II          |          | 1           |
| San Mateo Medical Center            | 2         | Medical Services Assistant II       |          | 2           |
|                                     | 1         | Nurse Practitioner-U                |          | 1           |
|                                     | 1         | Licensed Vocational Nurse           |          | 1           |
|                                     | 1         | Creative Arts Therapist             |          | 1           |
| <b>Probation Department</b>         | 1         | Deputy Probation Officer III        |          | 1           |
| Public Safety Communications        | 3         | Communication Dispatcher II         |          | 3           |
| <b>Sheriff's Office</b>             | 1         | Legal Office Specialist             |          | 1           |
|                                     | 1         | Administrative Assistant            |          | 1           |
|                                     | 1         | Office Assistant                    |          | 1           |
|                                     | 1         | Criminalist                         |          | 1           |
| <b>HEALTHY COMMUNITY TOTAL</b>      | <b>32</b> |                                     | <b>0</b> | <b>32</b>   |

## FY 2009-10 Mid-Year Vacant Position Reductions

| Outcome / Department                             | Count     | Job Class Title                  | Manager  | Non-Manager |
|--|-----------|----------------------------------|----------|-------------|
| <b>PROSPEROUS COMMUNITY</b>                      |           |                                  |          |             |
| <b>Human Resources Department</b>                | 1         | Management Analyst III           | 1        |             |
|  | 1         | Human Resources Technician-C     |          | 1           |
|  | 1         | Information Technology Analyst-C |          | 1           |
| <b>Human Services Agency</b>                     | 1         | Accountant II                    |          | 1           |
|  | 1         | Human Services Manager II        | 1        |             |
|  | 1         | Management Analyst II            | 1        |             |
|  | 1         | Senior Shelter Care Counselor-E  |          | 1           |
|  | 1         | Shelter Care Counselor II        |          | 1           |
|  | 10        | Social Worker III                |          | 10          |
| <b>PROSPEROUS COMMUNITY TOTAL</b>                | <b>18</b> |                                  | <b>3</b> | <b>15</b>   |
| <b>LIVABLE COMMUNITY</b>                         |           |                                  |          |             |
| <b>Planning and Building Department</b>          | 1         | C/CAG and Special Project Mgr    | 1        |             |
|  | 1         | Building Inspector III           |          | 1           |
|  | 1         | Planning Technician              |          | 1           |
| <b>LIVABLE COMMUNITY TOTAL</b>                   | <b>3</b>  |                                  | <b>1</b> | <b>2</b>    |
| <b>ENVIRONMENTALLY CONSCIOUS COMMUNITY</b>       |           |                                  |          |             |
| <b>Department of Parks</b>                       | 1         | Administrative Secretary III     |          | 1           |
|  | 1         | Lead Gardener                    |          | 1           |
| <b>ENVIRONMENTALLY CONSCIOUS COMMUNITY TOTAL</b> | <b>2</b>  |                                  | <b>0</b> | <b>2</b>    |
| <b>COLLABORATIVE COMMUNITY</b>                   |           |                                  |          |             |
| <b>County Management</b>                         | 1         | Copy Operator                    |          | 1           |
|  | 1         | Executive Secretary              |          | 1           |
|  | 1         | Assistant County Manager         | 1        |             |
|  | 1         | CJIS Coordinator                 | 1        |             |
| <b>Information Services Department</b>           | 1         | Accountant II                    |          | 1           |
|  | 1         | Office Specialist                |          | 1           |
| <b>Treasurer - Tax Collector</b>                 | 1         | Office Assistant II              |          | 1           |
|  | 2         | Fiscal Office Assistant II       |          | 2           |
| <b>COLLABORATIVE COMMUNITY TOTAL</b>             | <b>5</b>  |                                  | <b>0</b> | <b>5</b>    |
| <b>Total County</b>                              | <b>64</b> |                                  | <b>6</b> | <b>58</b>   |

**County of San Mateo**  
**ALL FUNDS**

**FY 2010-11 and 2011-12 Authorized Position Summary**

| Agency/Budget Unit/Fund                    | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2010-11 | Recommended<br>2011-12 |
|--|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b><u>General Fund</u></b>                 |                   |                   |                    |                        |                   |                        |
| <b>Healthy Community</b>                   |                   |                   |                    |                        |                   |                        |
| Health Administration                      | 18                | 16                | 14                 | 13                     | (1)               | 13                     |
| Health Policy and Planning                 | 28                | 30                | 50                 | 53                     | 3                 | 53                     |
| Aging and Adult Services                   | 125               | 125               | 118                | 117                    | (1)               | 117                    |
| Behavioral Health and Recovery Services    | 412               | 412               | 403                | 392                    | (11)              | 392                    |
| Community Health                           | 205               | 201               | 178                | 177                    | (1)               | 177                    |
| Family Health Services                     | 180               | 174               | 172                | 173                    | 1                 | 173                    |
| Correctional Health Services               | 101               | 98                | 94                 | 88                     | (6)               | 88                     |
| Sheriff's Office                           | 638               | 645               | 635                | 622                    | (13)              | 620                    |
| Probation Department                       | 466               | 463               | 444                | 421                    | (23)              | 421                    |
| District Attorney / Public Administrator   | 129               | 129               | 129                | 125                    | (4)               | 125                    |
| Coroner's Office                           | 15                | 15                | 15                 | 15                     | 0                 | 15                     |
| Public Safety Communications               | 58                | 58                | 56                 | 54                     | (2)               | 54                     |
| <b>Prosperous Community</b>                |                   |                   |                    |                        |                   |                        |
| Human Services Agency                      | 852               | 855               | 785                | 770                    | (15)              | 770                    |
| Department of Child Support Services       | 98                | 98                | 92                 | 90                     | (2)               | 90                     |
| Human Resources Department                 | 57                | 59                | 56                 | 55                     | (1)               | 55                     |
| <b>Livable Community</b>                   |                   |                   |                    |                        |                   |                        |
| Planning and Building                      | 56                | 55                | 52                 | 52                     | 0                 | 52                     |
| Local Agency Formation Commission          | 1                 | 1                 | 1                  | 1                      | 0                 | 1                      |
| Department of Housing                      | 19                | 19                | 17                 | 14                     | (3)               | 14                     |
| <b>Environmentally Conscious Community</b> |                   |                   |                    |                        |                   |                        |
| Public Works-Administrative Services       | 28                | 28                | 28                 | 28                     | 0                 | 28                     |
| Engineering Services                       | 30                | 30                | 30                 | 25                     | (5)               | 25                     |
| Facilities Services                        | 112               | 112               | 106                | 101                    | (5)               | 101                    |
| Vehicles and Equipment Services            | 1                 | 1                 | 1                  | 1                      | 0                 | 1                      |
| Utilities                                  | 9                 | 9                 | 9                  | 9                      | 0                 | 9                      |
| Parks Department                           | 56                | 57                | 52                 | 52                     | 0                 | 52                     |
| Real Property Services                     | 4                 | 4                 | 4                  | 4                      | 0                 | 4                      |
| Agricultural Commissioner / Sealer         | 31                | 32                | 32                 | 30                     | (2)               | 30                     |
| <b>Collaborative Community</b>             |                   |                   |                    |                        |                   |                        |
| Board of Supervisors                       | 20                | 20                | 20                 | 20                     | 0                 | 20                     |
| County Manager / Clerk of the Board        | 40                | 40                | 38                 | 38                     | 0                 | 38                     |
| Assessor-County Clerk-Recorder             | 124               | 119               | 113                | 112                    | (1)               | 112                    |
| Controller's Office                        | 44                | 45                | 45                 | 42                     | (3)               | 42                     |

## FY 2010-11 and 2011-12 Authorized Position Summary

| Agency/Budget Unit/Fund                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2010-11 | Recommended<br>2011-12 |
|---|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Treasurer-Tax Collector                           | 65                | 67                | 63                 | 63                     | 0                 | 63                     |
| County Counsel                                    | 40                | 40                | 40                 | 38                     | (2)               | 38                     |
| Information Services Department                   | 154               | 155               | 161                | 149                    | (12)              | 149                    |
| <b>Total General Fund</b>                         | <b>4,216</b>      | <b>4,212</b>      | <b>4,053</b>       | <b>3,944</b>           | <b>(109)</b>      | <b>3,942</b>           |
| <b><u>Non-General Fund</u></b>                    |                   |                   |                    |                        |                   |                        |
| <b>Healthy Community</b>                          |                   |                   |                    |                        |                   |                        |
| Medical Center Enterprise Fund                    | 1,367             | 1,341             | 1,235              | 1,212                  | (23)              | 1,212                  |
| <b>Livable Community</b>                          |                   |                   |                    |                        |                   |                        |
| County Library Fund                               | 128               | 130               | 130                | 130                    | 0                 | 130                    |
| <b>Environmentally Conscious Community</b>        |                   |                   |                    |                        |                   |                        |
| Road Fund   | 79                | 79                | 79                 | 75                     | (4)               | 75                     |
| Construction Services Fund                        | 29                | 29                | 16                 | 16                     | 0                 | 16                     |
| Motor Pool Internal Service Fund                  | 15                | 15                | 15                 | 15                     | 0                 | 15                     |
| Solid Waste Fund                                  | 8                 | 9                 | 9                  | 9                      | 0                 | 9                      |
| Half-Cent Transportation Fund                     | 8                 | 8                 | 8                  | 6                      | (2)               | 6                      |
| Sewer District Maintenance Fund                   | 7                 | 7                 | 7                  | 7                      | 0                 | 7                      |
| County Airports Fund                              | 9                 | 9                 | 9                  | 9                      | 0                 | 9                      |
| Coyote Point Marina Operating Fund                | 5                 | 5                 | 5                  | 5                      | 0                 | 5                      |
| <b>Total Non-General Fund</b>                     | <b>1,655</b>      | <b>1,632</b>      | <b>1,513</b>       | <b>1,484</b>           | <b>(29)</b>       | <b>1,484</b>           |
| <b>Total All County Funds</b>                     | <b>5,871</b>      | <b>5,844</b>      | <b>5,566</b>       | <b>5,428</b>           | <b>(138)</b>      | <b>5,426</b>           |
| <b><u>Non-County Funds (Information Only)</u></b> |                   |                   |                    |                        |                   |                        |
| First 5 San Mateo County                          | 12                | 12                | 12                 | 12                     | 0                 | 12                     |
| Retirement (SamCERA)                              | 16                | 16                | 16                 | 16                     | 0                 | 16                     |
| Housing Authority Fund                            | 46                | 46                | 46                 | 46                     | 0                 | 46                     |



## Explanation of Position Changes:

### Healthy Community

**Health Administration:** Adds one Administrative Assistant II; deletes one Health Director of Finance and one Management Analyst III for a net reduction of one position.

**Health Policy and Planning:** Adds one Graphic Specialist, one Health System Director of Strategic Operations, one Management Analyst III, one Health Benefits Supervisor, and two Health Benefit Analyst IIs; deletes one Epidemiologist, two Community Program Specialist IIs for a net addition of three positions.

**Aging and Adult Services:** Adds two Fiscal Office Specialists and one Accountant II; deletes one Senior Accountant, one Public Health Nurse, one Transportation Officer and one Deputy Public Guardian III for a net reduction of one position.

**Behavioral Health and Recovery Services:** Deletes one Community Worker II, two Fiscal Office Specialists, two Marriage and Family Therapist IIs, one Adult Psychiatrist, one Patient Services Assistant II, one Psychologist II, one Case Manager/Assessment Specialist II, and two Psychiatric Social Worker IIs for a reduction of 11 positions.

**Community Health:** Adds one Assistant Laboratory Director - Unclassified and one Physicians Assistant; deletes one Social Worker II, one Staff Physician and one Fiscal Office Assistant II for a net reduction of one position.

**Family Health Services:** Adds one Therapy Aide, one Medical Office Assistant II, one Community Worker II and three Community Worker I - Unclassified; deletes one Physical Therapist II, one Occupational Therapist II, one Fiscal Office Assistant II, one Public Health Nurse and one Dietitian for a net addition of one position.

**Correctional Health Services:** Adds one Marriage and Family Therapist II and one Adult Psychiatrist; deletes two Cook II, one Supervising Cook, one Food Services Manager, one Marriage and Family Therapist II, one Staff Nurse, one Charge Nurse and one Psychologist II for a net reduction of six positions.

**San Mateo Medical Center - Administrative and Quality Management:** Adds one Senior Accountant; deletes one Management Analyst III and one Medical Program Manager for a net reduction of one position.

**San Mateo Medical Center - Patient Care Services:** Deletes one Clinical Services Manager.

**San Mateo Medical Center - Psychiatry Services:** Deletes one Physicians Assistant, one Custodian, one Food Service Worker II, one Clinical Laboratory Scientist, two Imaging Specialists, one Lead Radiologic Technologist, one Patient Services Assistant II, one Physical Therapist II and one Electrograph Technician I for a reduction of ten positions.

**San Mateo Medical Center - Long-Term Care Service:** Deletes six Medical Services Assistant II, two Licensed Vocational Nurse and one Charge Nurse for a reduction of nine positions.

**San Mateo Medical Center - Ambulatory Services:** Adds one Administrative Services Manager I and one Patient Services Assistant II; deletes one Office Assistant II, one Medical Services Assistant II, one Staff Physician-Pediatrics and one Community Worker II for a net reduction of two positions.

**Sheriff's Office:** Adds two Correctional Officers, one Management Analyst, one Community Services Officer, one Lead Crime Analyst - Unclassified, one Crime Analyst - Unclassified; deletes one Sheriff's Sergeant, 16 Deputy Sheriffs and two Legal Office Specialists for a net reduction of 13 positions.

**Probation Department:** Adds two Deputy Probation Officers, five Group Supervisors; deletes one Institutions Services Manager, one Probation Services Manager II, five Probation Services Manager Is, 17 Deputy Probation Officers, one Information Technology Manager, one Legal Office Services Manager, one Management Analyst, one Administrative Secretary, one Legal Office Specialist and one Legal Office Assistant for a net reduction of 23 positions.

**District Attorney / Public Administrators Office:** Adds two Social Workers and deletes two Social Workers; deletes one Deputy District Attorney, one Estate Property Officer and two Legal Secretaries for a net reduction of four positions.

**Public Safety Communications:** Deletes two Supervising Communication Dispatchers.

(Net change is a reduction of 81 positions in the Healthy Community.)

**Prosperous Community**

**Human Services Agency:** Adds three Investigative Analysts; deletes one Northern Regional Director, one Human Services Manager; four Social Workers, three Fraud Investigators, two Benefits Analysts, one Rehabilitation Production Supervisor, one Employment Services Specialist, one Job Development Specialist, one Graphics Specialist, one Mail Services Aide, one Food Services Worker and one Utility Worker for a net reduction of 15 positions.

**Department of Child Support Services:** Deletes one Child Support Analyst II and one Child Support Analyst III.

**Human Resources:** Deletes one Office Services Supervisor-Confidential.

(Net change is a reduction of 18 positions in the Prosperous Community.)

**Livable Community**

**Department of Housing:** Deletes one Housing and Community Development Supervisor, and two Housing / Community Development Specialist IIIs.

(Net change is a reduction of 3 positions in the Livable Community.)

**Environmentally Conscious Community**

**Road and Construction Services:** Deletes two Road Maintenance Worker Is and two Road Maintenance Worker IIs.

**Engineering Services:** Deletes one Senior Drafting Technician and four Associate Engineers.

**Facilities Services:** Deletes one Carpenter, one Senior Utility Worker, and three Custodians.

**Transportation Services:** Deletes one Transportation System Coordinator and one Office Specialist.

**Agricultural Commissioner / Sealer:** Deletes two vacant Pest Detection Specialists.

(Net change is a reduction of 18 positions in the Environmentally Conscious Community.)

**Collaborative Community**

**Assessor-County Clerk-Recorder:** Deletes one Assessor/Recorder Technician II.

**Controller's Office:** Adds one Senior Property Tax Specialist; deletes one Senior Accountant, one Senior Internal Auditor, one Fiscal Office Specialist, and one Office Assistant II, for a net decrease of three positions.

**County Counsel:** Deletes one Deputy County Counsel and one Legal Secretary I/II, for a reduction of two positions.

**County Management/Clerk of the Board:** Adds one Unclassified Management Analyst I and one Unclassified Administrative Assistant II; deletes one Management Analyst III and one Mail Services Driver for no net change in positions.

**Information Services Department:** Deletes one Administrative Services Manager I, one Associate Systems Engineer, one Information Technology Supervisor, one Project Manager, two Production Services Technicians, one Lead Production Services Technician, one Senior Systems Engineer, one Advisory Systems Engineer, one Telephone Services Analyst, one Systems Engineer, and one Senior Systems Engineer for a reduction of 12 positions.

(Net change is a reduction of 18 positions in the Collaborative Community.)

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## **BUDGET BALANCING PRINCIPLES**

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

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

## LONG-TERM BUDGET BALANCING STRATEGIES

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

### PROGRAM AND SERVICE REDUCTIONS

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

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

### PARTNERSHIPS

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

## **REORGANIZATIONS AND LABOR COST RESTRUCTURING**

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

## **ORGANIZATIONAL INCENTIVES**

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

## **REAL PROPERTY / FACILITIES**

- **Space Consolidation/Reduction Initiatives**– develop a Countywide Facilities Master Plan; standardize space requirements per employee, update telecommuting policies and increase commute alternatives to lower rent and facilities maintenance charges; achieve savings from electronic document management system (EDMS) efforts, resulting in less space needed for filing and storing records.

- **Real Property (County-Owned Facilities and Leased Facilities)**– sell County assets; create new agreements to increase revenue from leasing/use of County property; renegotiate existing agreements with landlords for lower rent.
- **Multi-Resource Centers**– use geographic information systems (GIS) to prioritize services and target solutions based on demand and performance gaps by neighborhood or region; locate multi-resource centers in targeted areas where outcomes can be tracked over time.
- **Debt Restructuring**– refund or refinance existing debt to reduce debt service costs (minimum 3% annual debt service reduction.)

### **ADMINISTRATIVE EFFICIENCIES**

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

### **REVENUE GENERATION**

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

## **LONG-TERM FINANCIAL POLICIES**

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

### **COUNTY RESERVES POLICY**

The Board of Supervisors approved the County Reserves Policy in April 1999. The creation of the policy was initiated by the County’s Fiscal Officers to help reduce the negative impact on the County during times of economic uncertainty and potential losses of funding from other governmental agencies. The Board of Supervisors approved the revised policy on Tuesday, February 9, 2010 to align the policy with the current fiscal environment. Fund Balance and Reserves are viewed as one-time sources of funding which are only used for one-time purposes or as part of a multi-year financial plan to balance the budget. The County avoids operating deficits that are created through dependency on one-time funding for ongoing expenditures. The policy establishes minimum requirements for Departmental Reserves, General Fund Appropriation for Contingencies, Reserves for Countywide Capital Improvements and Reserves for Countywide Automation Projects, and provides guidelines for the use of these funds.

### **Departmental Reserve Requirements**

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

- f. Reserve for audit disallowances;
  - g. Local match for grants;
  - h. Seed money for new departmental programs provided there is a plan that includes identification of future ongoing funding sources and outcome measures; and
  - i. Short-term coverage of operational costs in order to maintain program integrity and prevent employee lay-offs in conjunction with sections 1 and 2 above.
6. Deferred or Incomplete Projects - Unexpended one-time funds from deferred or incomplete projects, including grant funds, can be carried over to the next fiscal year at 100% of the amount not spent. These will be exempt from the 75/25 split. (See Fund Balance Policy.)
7. Service Departments and Non-General Fund Departments - Fund Balance generated by service departments shall be evaluated by the Service Charges Committee, including representatives from the County Fiscal Operating Committee, following the end of each fiscal year to recommend how they should be applied the following year. Application of funds will be done in a way that maximizes cost reimbursement through claiming and fairly allocates any impacts on the A-87 cost plan.

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

As a goal, County Enterprise Funds, Special Revenue Funds and Special Districts should generate revenue sufficient to support the full direct and indirect costs of these funds above and beyond General Fund subsidy or contribution levels approved by the Board.

#### **General Fund Non-Departmental Reserve Requirements**

1. General Fund Reserves - Shall be maintained at a minimum of five (5) percent of total General Fund Net Appropriations for one-time purposes or as part of a multi-year financial plan to balance the County's budget. The five (5) percent requirement may include Excess ERAF (Educational Revenue Augmentation Fund) reserves. After Contingencies, the second priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is at or above the five (5) percent level.
2. Appropriation for Contingencies – Shall be maintained at three (3) percent of total General Fund Net Appropriations for one-time emergencies and economic uncertainties. In order to maintain the highest possible credit rating, the first priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is maintained at the three (3) percent level.
3. Reserve for Capital Improvements – In order to preserve the County's capital assets, a minimum reserve of \$2 million, which will include half of the Capital Facilities Surcharge, shall be maintained and appropriated annually for countywide capital improvements as specified in the County's Capital Improvement plan. The five-year plan will be updated annually during the budget process.
4. Reserve for Countywide Automation Projects – A minimum reserve of \$2 million shall be maintained and appropriated annually for countywide automation projects that will generate long-term ongoing savings and reductions to net county cost. Projects will be determined during the budget process.
5. Amounts in Excess of Above Requirements - Fund Balance generated in excess of the above requirements, including all 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 75% of their year-end fund balances and 100% of unspent Contingencies and Reserves. Non-General Fund Departments and zero Net County Cost General Fund departments can retain 100% of fund balances unless there is agreement to do otherwise.
- The remaining 25% of non-reserved departmental Fund Balance will go into General Fund Reserves and Contingencies, or appropriated for one-time items such as Countywide technology and capital improvement projects, or appropriated to help balance the budget on a short-term basis.
- Unspent appropriations for technology projects and other one-time special projects can be carried over by departments at 100%.
- Departments with negative Fund Balances are responsible for absorbing 100% of the shortfall.
- The County Reserves Policy requires General Fund departments to maintain a minimum reserves amount equivalent to 2% of Net Appropriations.

### **INVESTMENT POLICY**

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

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

The County Investment Policy has the following objectives: safety, liquidity, yield and public trust. The Board last approved the County Investment Policy on January 10, 2008. The County pool attempts to match maturities with capital expenditures and other planned outlays. It is designed as an income fund to maximize the return on investible funds over various market cycles, consistent with limiting risk and prudent investment principles. Yield is considered only after safety and credit quality have been met. The purpose of the fund is to provide investors with a reasonably predictable level of income.

The Treasurer prepares a monthly report for the County pool participants, the Board of Supervisors and members of the Oversight Committee stating the type of investment, name of the issuer, maturity date, par and dollar amount of the investment. The report also lists average maturity and market value. In addition, the Treasurer prepares a cash flow report which sets forth projections for revenue inflows and interest earnings as compared to the projections for the operating and capital outflows of depositors. The projection will be for at least the succeeding twelve months. An annual audit of the portfolios, procedures, reports and operations related to the County pool will be conducted in compliance with California law. The maximum allowable maturity of instruments in the County pool at the time of investment is 15 years and the maximum dollar weighted average maturity of the fund is five years. Subject to California law, funds deposited in the County pool under the County Investment Policy may only be reclaimed at the rate of 20% of the principal balance per month, exclusive of apportionment, payrolls and day-to-day operations, unless specifically authorized by the Treasurer. Gains and losses in the County pool are proportionately allocated to each depositor quarterly, each being given credit for accrued interest earnings and capital gains based on their average daily pool balance. The minimum balance for an outside agency to maintain an account in the County pool is \$100,000.

The Treasurer honors all requests to withdraw funds for normal cash flow purposes. Any requests to withdraw funds for purposes other than cash flow are subject to the limit of 20% of the principal balance per month described above and to the consent of the Treasurer. Such requests

are subject to the Treasurer's consideration of the stability and predictability of the County pool or the adverse affect on the interests of the other depositors in the County pool.

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

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

The County Investment Policy permits certain securities lending transactions up to a maximum of 20% of the County pool. The program is conducted under a Custody Agreement by and between the County and The Bank of New York, as custodian. Currently, voluntary participants account for 25% of the County pool's asset value; however, a contract with the Bay Area Air Quality Management District ("BAAQMD"), which accounts for 5.0% of the total portfolio, mitigates the risk of immediate withdrawal by the BAAQMD. The contract is currently pending renewal. The other voluntary investors, including the San Mateo County Transportation Authority, have monthly limitations on withdrawals of 20% of its asset value, as do all participants as described above. The pool does not have any reverse repurchase agreements.

Note: The Investment Pool sustained a loss of \$155 million during FY 2008-09 due to the Lehman Brothers' bankruptcy. As a result, the Board of Supervisor's Finance and Operations Committee, working in conjunction with the County Treasurer and the Investment Advisory Committee, initiated a comprehensive review of the County Investment Policy in order to minimize risks, create greater diversification and improve the safety and stability of pooled funds. A revised policy will be brought to the Board of Supervisors for approval in FY 2010-11.

#### **DEBT LIMIT**

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

#### **DEVELOPMENT OF FEE POLICY**

The County Manager's Office is drafting a policy to ensure statutory compliance and uniformity among departments in regards to fees charged for County services and products.

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

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

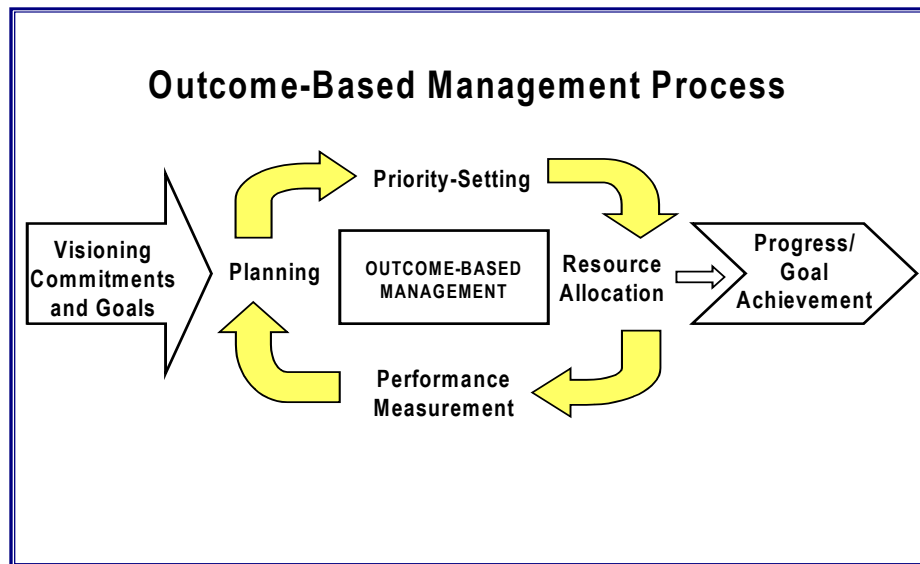
This policy will note that if the fee is a property-related fee, California Constitution Articles 13C and 13D limit the manner in which the County is permitted to impose property-related fees and assessments and the Constitution also sets forth specific procedures to be used in regards to imposing such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

The policy will address several areas, including, but not limited to: analysis of the proposed fee to be charged and the statutory authority to impose the fee; methodology to be used to determine the proposed fee amount; timelines to establish and adjust fees; statutory requirements for setting and publishing new or increased fees; and collection of fees and late fees and penalties.

## COUNTY BUDGET PROCESS

The County budget process is an integral part of Outcome-Based Management (OBM), which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall performance. Using the community outcomes identified during the County Shared Vision 2025 Process as the long-term direction for County programs and services, all resources are now being allocated toward those areas that can significantly contribute to building a healthy, livable, prosperous, environmentally conscious and sustainable community.

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



### **Structural Budget Deficit Workshops**

The County is not immune to the economic crisis facing the nation and the state. The County has projected a structural budget deficit approaching \$150 million by FY 2014-15 if actions are not taken. For the past two years the County has held Structural Budget Deficit Workshops with the Board of Supervisors in early December. In December 2007 the County adopted a five-year plan to eliminate the deficit by FY 2012-13. As the County's finances are very fluid during this time of economic turmoil, the five-year plan has been and will continue to be updated on a regular basis and the Board workshops will continue in the early December timeframe until the deficit has been eliminated.

### **Mid-Year Financial Status**

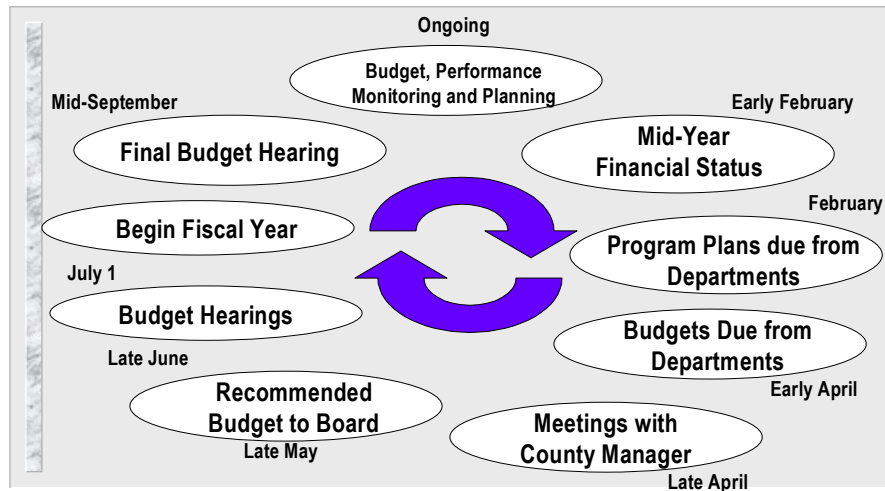
The fiscal year begins July 1 and ends June 30. A mid-year report to the Board of Supervisors is prepared by the County Manager's Office in late January / early February to provide information regarding current financial status of all departments and funds, identify issues that can significantly affect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

### **Annual Budget Process / Kick-Off**

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

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

## County Budget Process



### **Program Plans and Preliminary Budget Meetings**

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

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

The plans are reviewed by County Manager Analysts to ensure that program outcomes, priorities and performance targets are contributing to the achievement of the Visioning Goals, and that selected performance measures can successfully communicate the progress being made toward these community goals. Departments meet with the County Manager in late February / early March to review program plans and obtain further direction on budget priorities and actions identified to improve performance. Generally, after this preliminary meeting, departments finalize their budget changes and submitted their complete budget packages in early April to the County Manager's Office. This year, due to the need to accelerate the budget process in order to address the growing deficit and preserve resources, budget workshops were held with the Board of Supervisors in late March 2010 to preview department budget strategies for FY 2010-11. Departments were given additional time, until April 30, 2010, to submit their budget packets to the County Manager's Office.

### **Agency / Department/Program Budgets and Final Budget Meetings**

Budgets are reviewed by County Manager Analysts to ensure they are accurate, meet Net County Cost targets and reflect the priorities agreed upon during the preliminary budget meeting with the department. Generally, a final budget meeting with the County Manager is scheduled in late April to resolve any outstanding issues or discuss additional budget items that have been identified since the initial meeting in February. This year the final budget meetings were preempted by the budget workshops with the Board in March 2010.

### **Recommended Budget and Budget Hearings**

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

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

### **September Adjustments and Adopted Budget**

After fiscal year-end closing activities are completed and the State budget is approved, final adjustments to Fund Balances and significant changes to the County budget as a result of State budget adjustments are submitted to the Board of Supervisors for a final budget hearing in September. Changes approved by the Board are included in the Adopted Budget which is published by the 1st of November. The Adopted Budget is uploaded to the County's financial system (IFAS) immediately after the September final budget hearing to update the Working Budget used for budget monitoring purposes.

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

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

### **Budgetary Basis for Accounting**

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

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

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

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

The amounts reported on the budgetary basis differ from the basis used to present the basic financial statements in accordance with accounting principles generally accepted in the United States of America (GAAP). Annual budgets are prepared on the modified accrual basis of accounting except that current year encumbrances are budgeted as expenditures, certain transactions are accounted for in different periods between budgetary and GAAP reporting basis, and transactions from sub-funds reclassified from County Agency funds are reported in GAAP reporting basis. The financial statements are reported on the modified accrual basis for governmental funds (i.e., General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Fund and Special District Funds) and on the full accrual basis for proprietary funds (i.e., Enterprise Funds and Internal Service Funds) and fiduciary funds (i.e., Investment and Pension Trust Funds). See the Glossary of Budget Terms in Section 7 of this budget document for definitions of accrual, accrual accounting, and modified accrual.

**Budget Calendar / Key Dates**

At the start of the budget cycle, an extensive calendar is prepared detailing all of the key dates from December through October. The following schedule is a list of the key dates that was distributed to Department Heads and Fiscal Officers at the start of the FY 2010-11 and 2011-12 budget development cycle.

| <b>Key Budget Meetings/Deliverables</b>                                    | <b>2010 Dates</b>    |
|--|----------------------|
| All Senior Managers / Executive Council Meeting                            | October 26, 2009     |
| County Manager's follow-up meetings with departments and/or Outcome Groups | Early November, 2009 |
| Community Outcome 10/20/30 Plans* distributed to Executive Council         | November 16, 2009    |
| Executive Council Work Session - Community Outcome 10/20/30 Plans*         | November 30, 2009    |
| Five-Year Plan Update: Study Session - Board of Supervisors                | December 15, 2009    |
| Executive Council Meeting  | December 21, 2009    |
| Net County Cost Targets to Departments                                     | January 8            |
| Year End Estimates due from Departments (Mid-Year Financials)              | January 8            |
| Fiscal Offers Meeting: Budget Kick-Off (Board Chambers)                    | January 20           |
| Mid-Year Performance Data due from Departments                             | January 22           |
| Community Stakeholder and Public Outreach and Engagement                   | February             |
| Community Input distributed to Departments                                 | February - March     |
| Mid-Year County and State Budget Update                                    | February 9           |
| Department Overviews and Program Plans due from Departments                | February 19          |
| Department Meetings with County Manager                                    | March 8 - 12         |
| Mid-Year Performance Status (Board Report)                                 | March 9              |
| Three-Year Budget Balancing Plan: Study Sessions with Board of Supervisors | March 22 - 26        |
| Budgets Due from Departments   | April 30             |
| Recommended Budget to Board and on County website                          | May 28               |
| June Recommended Budget Hearings   | June 21 - 23         |
| CARES Survey and Performance Date due from Departments                     | July 30              |
| Year-End Analysis / Final Fund Balances due from Departments               | August 13            |
| Final Budget Hearings / September Revisions                                | September 28         |
| Year-End Performance Status (Board Report)                                 | September 28         |
| Adopted Budget available and on County website                             | November 1           |

\*Each department prepared 10/20/30 plans on how they would address reduced Net County Cost (general purpose discretionary revenue) support of 10%, 20% and 30%. These plans provided the foundation for department budget reduction strategies totaling \$36 million in the Recommended FY 2010-11 / 2011-12 Budget.

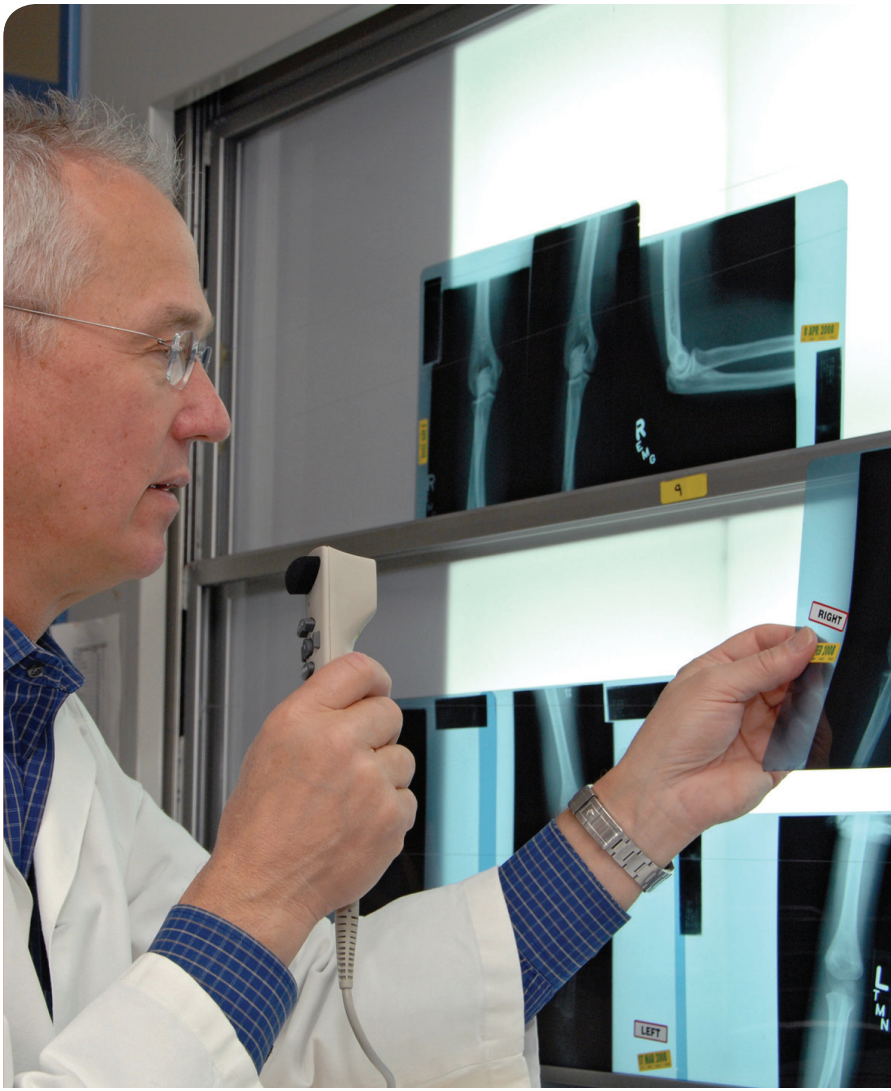
**Budget Units (Appropriation Authority Level)**

The following schedule on the next two pages lists the budget units that require a separate legal appropriation from the Board of Supervisors under the new community outcomes structure. The table also shows where each budget unit was previously located in the "Agency" organizational structure used in prior years.

| <b>BUDGETS</b>                              | <b>Budget Unit Number</b> | <b>Budget Unit Level</b> | <b>Previous Organizational Structure</b> |
|---|---------------------------|--------------------------|--|
| <b>HEALTHY COMMUNITY</b>                    |                           |                          |  |
| Health Administration                       | 5500B                     | Division                 | Health                                   |
| Health Policy and Planning                  | 5550B                     | Division                 | Health                                   |
| Emergency Medical Services Fund             | 5630B                     | Division                 | Health                                   |
| Aging and Adult Services                    | 5700B                     | Division                 | Health                                   |
| IHSS Public Authority                       | 5800B                     | Division                 | Health                                   |
| IHSS Public Authority GF                    | 6900B                     | Division                 | Health                                   |
| Behavioral Health and Recovery Services     | 6100B                     | Division                 | Health                                   |
| Community Health                            | 6200B                     | Division                 | Health                                   |
| Family Health Services                      | 6240B                     | Division                 | Health                                   |
| Correctional Health Services                | 6300B                     | Division                 | Health                                   |
| San Mateo Medical Center                    | 6600D                     | Division                 | Health                                   |
| Medical Center Capital Purchases            | 6750D                     | Division                 | Health                                   |
| Contributions to Medical Center             | 5850D                     | Department               | Health                                   |
| First 5 San Mateo County (Information Only) | 1950B                     | Department               | Children, Youth and Family Services      |
| Sheriff's Office                            | 3000B                     | Department               | Criminal Justice                         |
| Message Switch                              | 1940B                     | Department               | Criminal Justice                         |
| Probation Department                        | 3200D                     | Department               | Criminal Justice                         |
| District Attorney / Public Administrator    | 2510B                     | Department               | Criminal Justice                         |
| Private Defender Program                    | 2800B                     | Department               | Criminal Justice                         |
| County Support of the Courts                | 2700B                     | Department               | Criminal Justice                         |
| Coroner's Office                            | 3300B                     | Department               | Criminal Justice                         |
| Public Safety Communications                | 1240B                     | Division                 | Community Services                       |
| Structural Fire Special Revenue Fund        | 3550B                     | Fund                     | Community Services                       |
| Fire Protection Services                    | 3580B                     | Department               | Community Services                       |
| County Service Area #1                      | 3560B                     | Fund                     | Community Services                       |
| <b>PROSPEROUS COMMUNITY</b>                 |                           |                          |  |
| Human Services Agency                       | 7000D                     | Department               | Children, Youth and Family Services      |
| Department of Child Support Services        | 2600B                     | Department               | Children, Youth and Family Services      |
| Human Resources Department                  | 1700B                     | Department               | Administration and Fiscal                |
| <b>LIVABLE COMMUNITY</b>                    |                           |                          |  |
| Planning and Building                       | 3800B                     | Department               | Community Services                       |
| Local Agency Formation Commission (LAFCo)   | 3570B                     | Department               | Community Services                       |
| County Library                              | 3700B                     | Department               | Community Services                       |
| Housing and Community Development           | 7920P                     | Division                 | Community Services                       |
| Housing Authority (Information Only)        | 7930P                     | Division                 | Community Services                       |

| <b>BUDGETS</b>                             | <b>Budget Unit Number</b> | <b>Budget Unit Level</b> | <b>Previous Organizational Structure</b> |
|--|---------------------------|--------------------------|--|
| <b>ENVIRONMENTALLY CONSCIOUS COMMUNITY</b> |                           |                          |  |
| Public Works Administrative Services       | 4510P                     | Division                 | Community Services                       |
| Engineering Services                       | 4600P                     | Division                 | Community Services                       |
| Facilities Services                        | 4730P                     | Division                 | Community Services                       |
| Road Construction and Operations           | 4520B                     | Division                 | Community Services                       |
| Construction Service                       | 4740B                     | Division                 | Community Services                       |
| Vehicle and Equipment Services             | 4760B                     | Division                 | Community Services                       |
| Waste Management                           | 4820B                     | Division                 | Community Services                       |
| Transportation Services                    | 4830B                     | Division                 | Community Services                       |
| Utilities / Special Districts              | 4840B                     | Division                 | Community Services                       |
| Airports                                   | 4850B                     | Division                 | Community Services                       |
| Capital Projects                           | 8500D                     | Fund                     | Non-Departmental                         |
| Accumulated Capital Outlay Fund            | 8200B                     | Fund                     | Non-Departmental                         |
| Courthouse Construction Fund               | 8300B                     | Fund                     | Non-Departmental                         |
| Criminal Justice Construction Fund         | 8400B                     | Fund                     | Non-Departmental                         |
| Real Property Services                     | 1220B                     | Division                 | Community Services                       |
| Parks Department                           | 3900B                     | Department               | Community Services                       |
| Fish and Game                              | 3950B                     | Fund                     | Community Services                       |
| Off-Highway Vehicle License Fees           | 3960B                     | Fund                     | Community Services                       |
| Parks Acquisition and Development          | 3970B                     | Fund                     | Community Services                       |
| Coyote Point Marina                        | 3980B                     | Department               | Community Services                       |
| Agricultural Commissioner / Sealer         | 1260B                     | Division                 | Community Services                       |
| <b>COLLABORATIVE COMMUNITY</b>             |                           |                          |  |
| Board of Supervisors                       | 1100B                     | Department               | Administration and Fiscal                |
| County Manager / Clerk of the Board        | 1200B                     | Department               | Administration and Fiscal                |
| Assessor-County Clerk-Recorder             | 1300D                     | Department               | Administration and Fiscal                |
| Controller's Office                        | 1400B                     | Department               | Administration and Fiscal                |
| Treasurer - Tax Collector                  | 1500B                     | Department               | Administration and Fiscal                |
| Retirement Office (Information Only)       | 2000B                     | Department               | Administration and Fiscal                |
| County Counsel                             | 1600B                     | Department               | Administration and Fiscal                |
| Grand Jury                                 | 1920B                     | Department               | Administration and Fiscal                |
| Information Services Department            | 1800B                     | Department               | Administration and Fiscal                |
| Non-Departmental Services                  | 8000B                     | Department               | Non-Departmental                         |
| Contingencies                              | 8100B                     | Department               | Non-Departmental                         |
| Debt Service Fund                          | 8900B                     | Fund                     | Non-Departmental                         |





## HEALTHY COMMUNITY

OUR NEIGHBORHOODS ARE SAFE  
AND PROVIDE RESIDENTS WITH  
ACCESS TO QUALITY HEALTH CARE  
AND SEAMLESS SERVICES.

# COUNTY OF SAN MATEO FY 2010-11 and FY 2011-12 **RECOMMENDED BUDGET**



County Summaries

Healthy Community

Prosperous Community

Livable Community

Environmentally  
Conscious Community

Collaborative  
Community

Budget Unit and  
Program Summaries

Glossary of Budget Terms

# THE COUNTY OF SAN MATEO MISSION STATEMENT



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

We are committed to:

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



## Shared Vision 2001-2025

In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

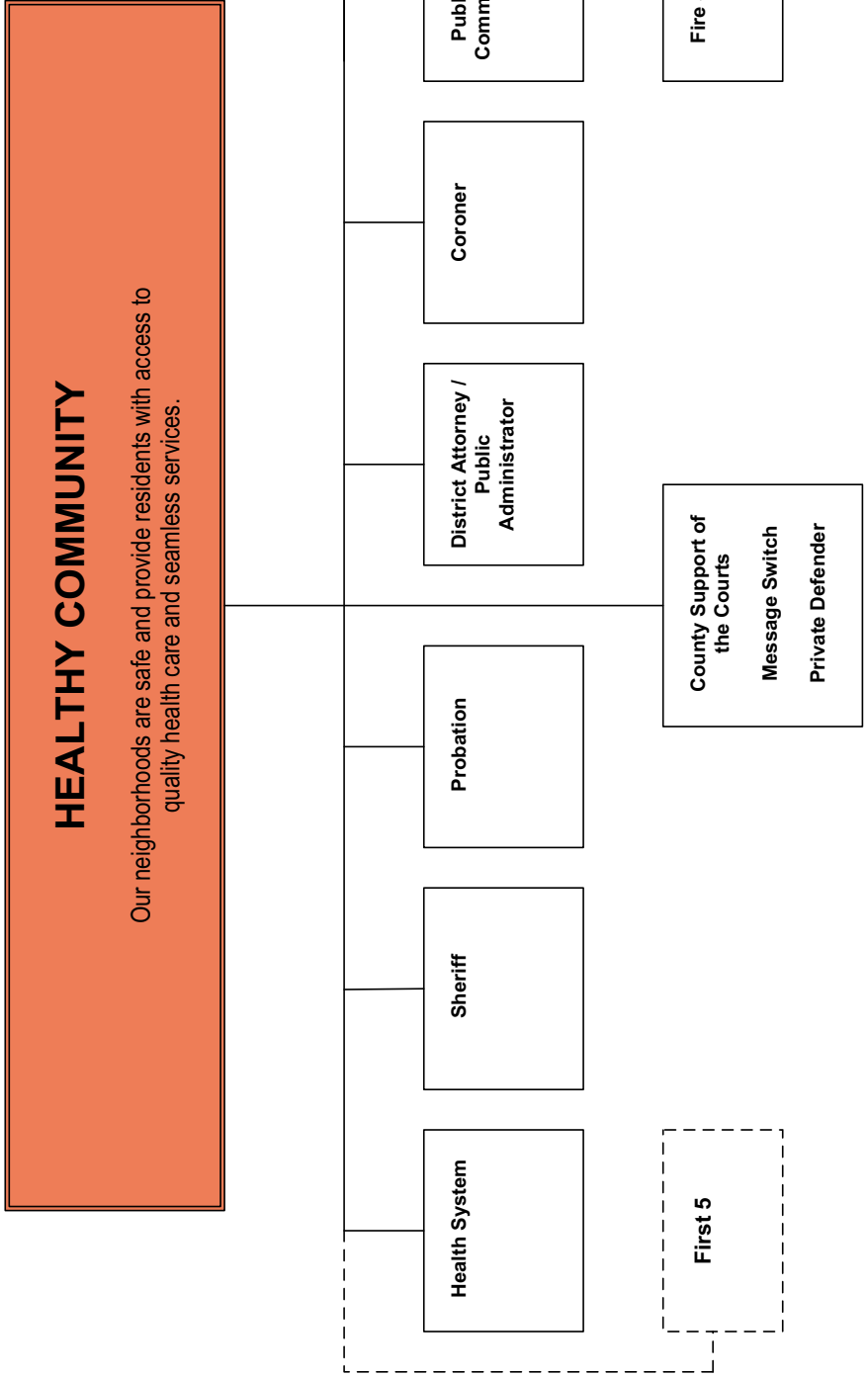
The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of SMC residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most important, Shared Vision has ensured decisions are focused on the future, not simply expedient, with sights set on measurable results that achieve the desired outcomes.

In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.



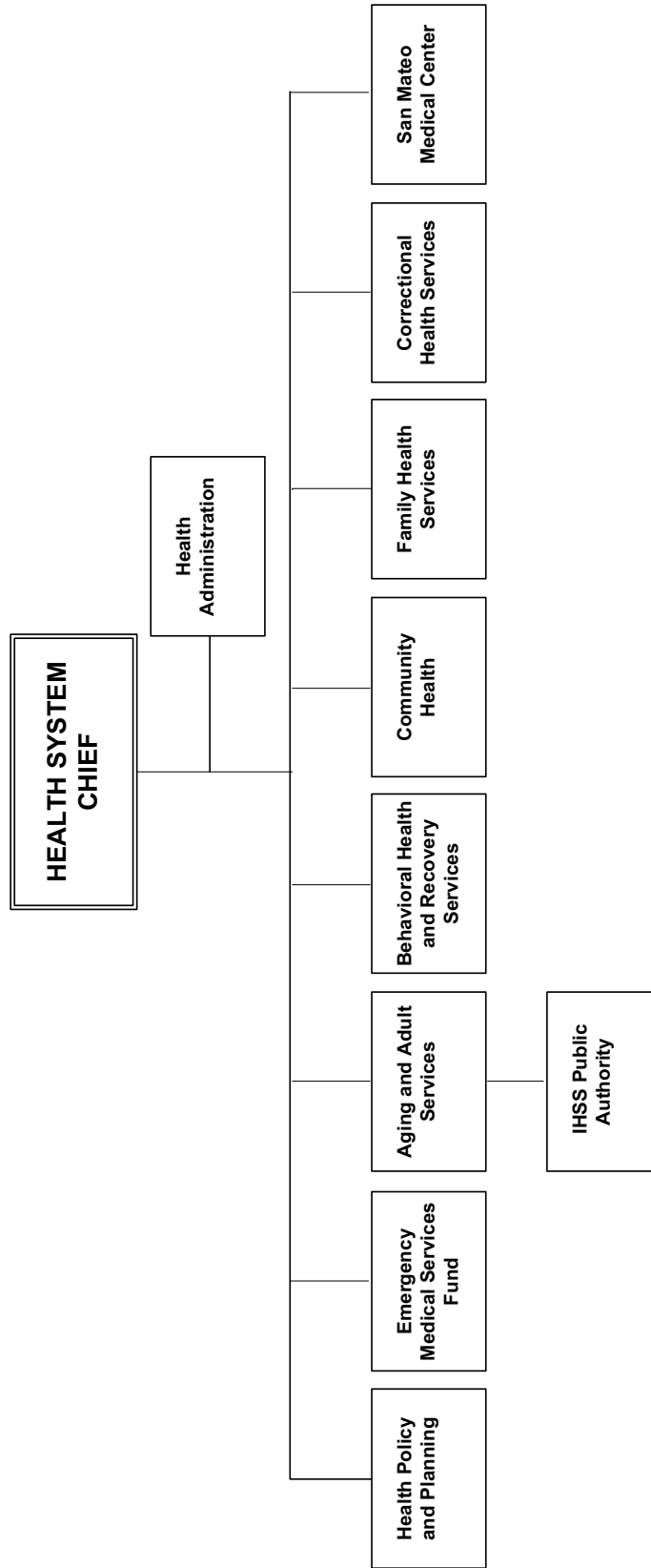
Sustainable  
San Mateo County  
Economy. Equity. Environment.



## Healthy Community FY 2010-11 and 2011-12 All Funds Summary

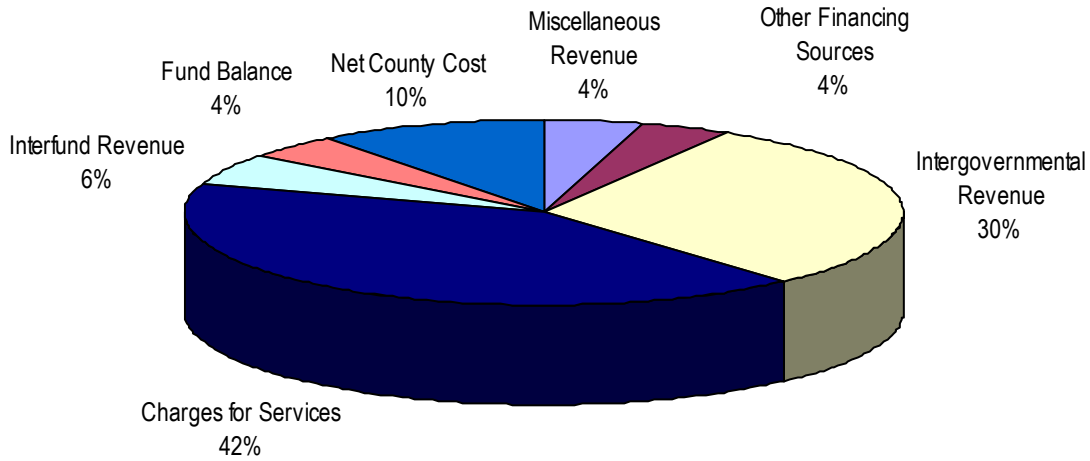
| Total Requirements                       | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10   | Recommended<br>2011-12 |
|--|--------------------|--------------------|--------------------|------------------------|---------------------|------------------------|
| <b>General Fund Budgets</b>              |                    |                    |                    |                        |                     |                        |
| Health Administration                    | 2,468,471          | 2,099,998          | 2,096,767          | 2,457,043              | 360,276             | 2,457,043              |
| Health Policy and Planning               | 8,164,698          | 7,667,651          | 9,546,277          | 10,408,757             | 862,480             | 10,478,757             |
| Aging and Adult Services                 | 21,653,353         | 21,078,741         | 23,728,378         | 23,205,956             | (522,422)           | 23,354,166             |
| IHSS Public Authority GF                 | 4,487,523          | 4,487,523          | 4,487,523          | 4,487,523              |                     | 4,487,523              |
| Behavioral Health/Recovery Services      | 125,379,319        | 133,477,093        | 139,327,577        | 131,182,591            | (8,144,986)         | 128,965,530            |
| Community Health                         | 41,194,938         | 39,231,922         | 44,976,750         | 45,970,769             | 994,019             | 45,327,724             |
| Family Health Services                   | 24,136,024         | 22,511,886         | 25,192,947         | 26,524,804             | 1,331,857           | 26,524,804             |
| Correctional Health Services             | 7,987,586          | 8,014,047          | 8,699,743          | 10,203,613             | 1,503,870           | 10,203,613             |
| Contributions to Medical Center          | 77,276,502         | 90,841,198         | 75,570,454         | 64,453,813             | (11,116,641)        | 64,453,813             |
| Sheriff's Office                         | 135,411,504        | 141,675,656        | 161,121,254        | 174,490,931            | 13,369,677          | 171,519,531            |
| Message Switch                           | 994,336            | 1,036,788          | 1,155,506          | 1,132,127              | (23,379)            | 1,127,095              |
| Probation Department                     | 68,870,227         | 72,148,200         | 72,170,387         | 73,596,767             | 1,426,380           | 73,418,798             |
| District Attorney / Public Administrator | 23,622,990         | 25,061,819         | 25,036,849         | 25,898,211             | 861,362             | 26,527,695             |
| Private Defender Program                 | 15,248,718         | 15,875,032         | 16,510,529         | 16,510,529             |                     | 16,510,529             |
| County Support of the Courts             | 21,901,983         | 22,408,266         | 20,436,313         | 20,411,313             | (25,000)            | 20,411,313             |
| Coroner's Office                         | 2,701,479          | 2,807,531          | 3,310,212          | 3,186,779              | (123,433)           | 3,198,329              |
| Public Safety Communications             | 8,507,676          | 8,579,205          | 9,266,404          | 9,318,090              | 51,686              | 9,321,737              |
| Fire Protection Services                 | 6,165,336          | 6,218,751          | 6,590,085          | 6,419,421              | (170,664)           | 6,419,421              |
| <b>Total General Fund</b>                | <b>596,172,662</b> | <b>625,221,306</b> | <b>649,223,955</b> | <b>649,859,037</b>     | <b>635,082</b>      | <b>644,707,421</b>     |
| <b>Non-General Fund Budgets</b>          |                    |                    |                    |                        |                     |                        |
| Emergency Medical Services Fund          | 4,172,018          | 4,567,733          | 4,773,017          | 4,762,827              | (10,190)            | 4,701,005              |
| IHSS Public Authority                    | 16,341,422         | 17,686,656         | 19,777,051         | 18,032,116             | (1,744,935)         | 18,032,116             |
| San Mateo Medical Center                 | 226,858,941        | 258,233,647        | 252,100,576        | 252,939,163            | 838,587             | 254,816,714            |
| Medical Center Capital Purchases         | 1,931,084          | 2,682,526          | 5,879,876          | 5,119,556              | (760,320)           | 5,119,556              |
| Structural Fire                          | 6,377,938          | 6,743,810          | 6,590,085          | 6,419,421              | (170,664)           | 6,419,421              |
| County Service Area #1                   | 3,002,625          | 3,225,998          | 3,300,490          | 3,409,601              | 109,111             | 3,409,601              |
| <b>Total Non-General Fund</b>            | <b>258,684,028</b> | <b>293,140,370</b> | <b>292,421,095</b> | <b>290,682,684</b>     | <b>(1,738,411)</b>  | <b>292,498,413</b>     |
| <b>Total Requirements</b>                | <b>854,856,691</b> | <b>918,361,676</b> | <b>941,645,050</b> | <b>940,541,721</b>     | <b>(1,103,329)</b>  | <b>937,205,834</b>     |
| <b>Total Sources</b>                     | <b>610,041,866</b> | <b>642,083,142</b> | <b>669,183,539</b> | <b>651,638,047</b>     | <b>(17,545,492)</b> | <b>646,582,547</b>     |
| <b>Net County Cost</b>                   | <b>244,814,825</b> | <b>276,278,534</b> | <b>272,461,511</b> | <b>288,903,674</b>     | <b>16,442,163</b>   | <b>290,623,287</b>     |
| <b>AUTHORIZED POSITIONS</b>              |                    |                    |                    |                        |                     |                        |
| Salary Resolution                        | 3,742.0            | 3,707.0            | 3,543.0            | 3,462.0                | (81.0)              | 3,460.0                |
| Funded FTE                               | 3,546.8            | 3,519.7            | 3,398.9            | 3,295.1                | (103.8)             | 3,294.1                |
| <b>FOR INFORMATION ONLY:</b>             |                    |                    |                    |                        |                     |                        |
| First 5 San Mateo County                 | 46,809,069         | 43,540,361         | 40,909,071         | 36,011,375             | (4,897,696)         | 29,646,019             |

# HEALTH SYSTEM

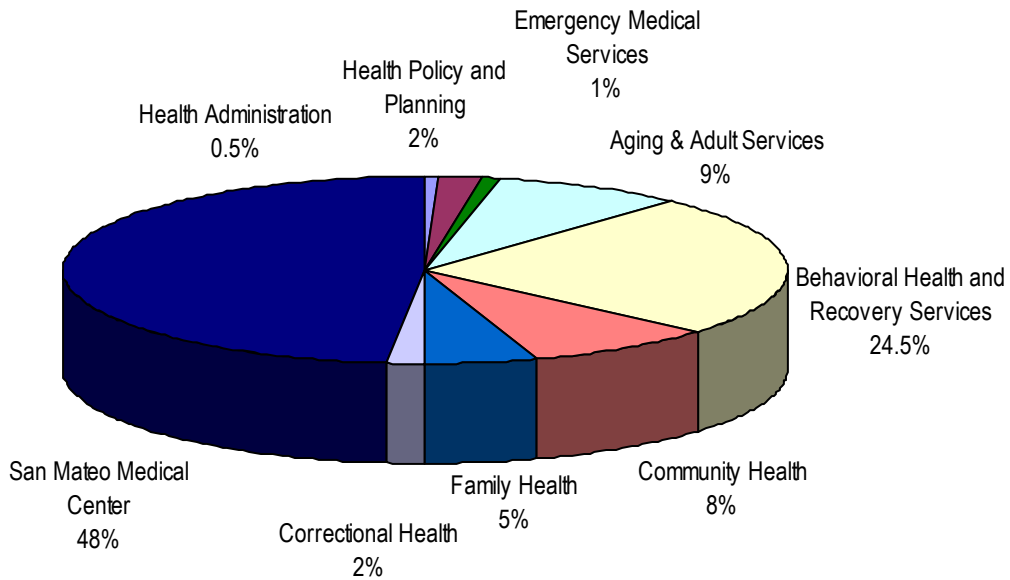


# Health System

## FY 2010-11 Recommended Sources



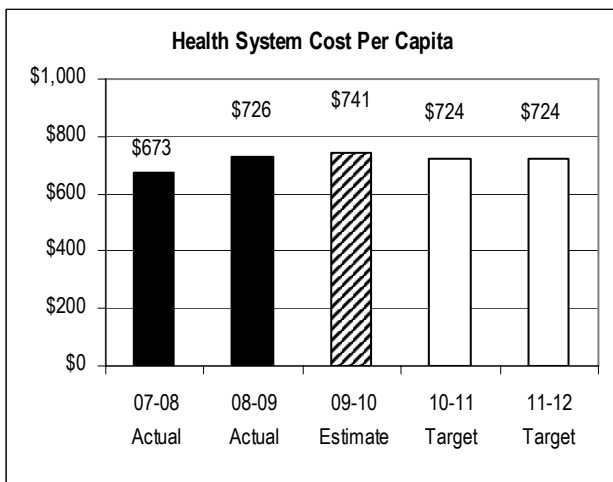
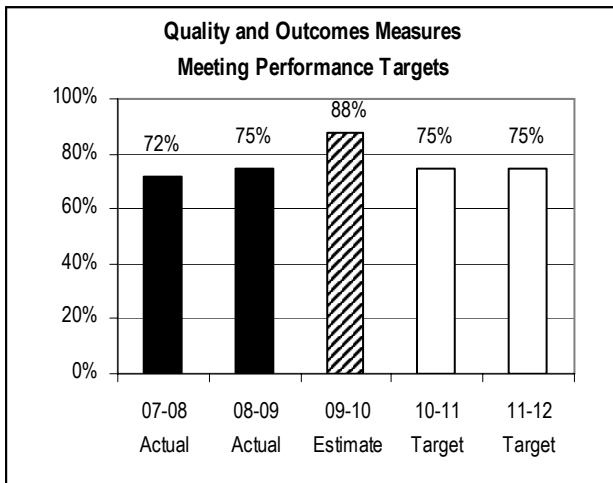
## FY 2010-11 Recommended Requirements



**Department Locator**

- County
  - Healthy Community
    - ▷ **Health System**
      - Contributions to Medical Center
      - First 5 San Mateo County
      - Sheriff's Office
      - Message Switch
      - Probation Department
      - District Attorney / Public Administrator
      - Private Defender Program
      - County Support of the Courts
      - Coroner's Office
      - Public Safety Communications
      - Fire Services

**Department Measures**



**Department Mission Statement**

The mission of the Health System is to build a healthy community and increase the San Mateo County residents' longevity and quality of life by preventing health issues before they occur, protecting the public from environmental and disease hazards, providing services to vulnerable populations, and partnering with others to accomplish our mission.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

**Engaging and Partnering with Communities—Building Health Equity and Preventing Disease**

Continued progress on *Healthy Communities San Mateo: A Community Health Improvement Initiative to Eliminate Health Disparities*, which was launched with Board of Supervisors leadership at the Health Disparities Summit in May 2004. To further implementation, worked with the County Office of Education and Kaiser Permanente to bring a new resource for schools to improve access to healthy food and physical activity. Changed the food choices for key target populations, including young people served at the Youth Services Campus, the after school environment, and Women, Infants and Children (WIC) recipients. Launched two clearinghouse websites highlighting local innovations at [www.getthehealthysmc.org](http://www.getthehealthysmc.org) and [www.yspacesmc.org](http://www.yspacesmc.org). Initiated healthy built environment activities in nine planning processes across the County and also launched the County Built Environment Workgroup, in partnership with the Departments of Housing, Parks, Planning and Building, and Public Works. Redirected Alcohol and Other Drug (AOD) resources to community-based prevention efforts and published a prevention framework for providers. Co-hosted the first Active Public Spaces Convening which brought together more than 100 city leaders to promote the creation of public spaces that create health. Collaborated with community-based organizations to complete San Mateo County's first Health Impact Assessment (HIA).

**Engaging and Partnering with Communities—Mental Health Services Act (MHSA)**

Received state approval for the Mental Health Services Act (MHSA/Proposition 63) plan. Continued focus on promoting wellness, resilience, and equity through expanding mental health services to the unserved and underserved. Implemented the Pathways Mental Health Court program and related services and also developed an initiative to improve services to individuals and families with concurrent mental health and substance use disorders. Established intensive wraparound services for children, youth, adults, and older/medically fragile adults. Expanded primary care-based services and hired linguistically- and culturally-diverse community workers for both consumers and family members. Integrated planning for

expanded permanent housing resources for people served through these initiatives with the County's Housing Our People Effectively (HOPE) process. Launched a prevention and early intervention plan developed in collaboration with community partners and contractors.

- **Building Internal Capacity—Strengthening Operating Policies and Procedures**

Developed and implemented efforts to strengthen capacity for improving health and wellness, moving planning activities towards a prevention framework and serving diverse clients. Adopted a Departmental Wellness Policy that guides decisions regarding food served at Health System-sponsored meetings. Adopted standards and policies including training of all staff to improve access to services for Limited English Proficient (LEP) clients. Implemented the Race Ethnicity And Language (REAL) data collection system to accurately identify disparities in the delivery system. Launched the Diversity Film Series and consolidated most divisions' cultural competence groups into a single Health System Cultural Competence Committee. Furthered work in Behavioral Health and Recovery Services through the African American Roundtable and the PRIDE Initiative. Continued training Health System leadership on tools for building health equity.

- **Influencing Systems and Policy—Community Preparedness and H1N1 Response**

Continued focus on disaster response and preparedness by integrating experience from Severe Acute Respiratory Syndrome (SARS), West Nile Virus, and bioterrorism planning to develop a comprehensive Pandemic Flu Preparedness and Response Plan. Worked with a multi-sector group that included County departments, schools, businesses, cities, community- and faith-based organizations, vulnerable populations, courts, law enforcement, transportation, and healthcare providers to prepare sector-specific pandemic influenza response plans. Provided "Incident Command System" training to 350 Health System staff members and involved more than 2,000 community members in testing the system. Distributed over 30,000 flu prevention brochures and 300,000 doses of H1N1 vaccine. Vaccinated incarcerated youth and high-risk incarcerated adults, including institution staff. Held community-based vaccination clinics and partnered with five community-based organizations to ensure distribution to vulnerable populations.

- **Influencing Systems and Policy—Coverage Expansion and Innovative Approaches to Healthcare**

Continued statewide leadership on the issue of expanding access to health insurance through the Children's Health Initiative (CHI). Continued focus on addressing barriers to healthcare access by completing an 18-month Board of Supervisors-led Blue Ribbon Task Force (BRTF) on Adult Healthcare Coverage Expansion. Initiated a two-year Health System Redesign effort aimed at developing and implementing a sustainable and creative approach to healthcare delivery. Addressed the needs of the 63% increase in the indigent care,

while managing a 4,100-person waitlist for primary care services. Participated in the California Healthcare Safety Net Institute's "Spreading Effective and Efficient Diabetes Care" and "Lean Core Measures Improvement" Initiatives and the California Primary Care Association's "Optimizing Primary Care Collaborative". Began exploration of measures to streamline and improve delivery of long-term supportive services for older adults, including the assessment of clients at Burlingame Long-Term Care. Initiated the assessment of clinic consolidation in the North and South County regions to respond to increasing service demand.

- **Influencing Systems and Policy—Community Data Dissemination**

Worked with diverse, cross-sector partners to release key data reports aimed at informing policy and program development, including *Children in our Community: A Report on Their Health and Well-Being* in November 2007. Supported the Healthy Community Collaborative of San Mateo County's release of the *Health and Quality of Life of San Mateo County Assessment* in March 2008. In partnership with the Department of Housing, SamTrans, San Mateo Medical Center, and Health Plan of San Mateo, completed a study of the aging of the County population that created a dynamic planning and projections model adopted by the Board of Supervisors in October 2007 as a primary tool for program planning and policy development. Developed four policy briefs based on data from the aging study, including model overview and socio-demographics of the aging Baby Boomers, housing, and healthcare issues.

## **Major Accomplishments in FY 2009-10**

### **HEALTHY COMMUNITY**

#### **Engaging and Partnering with Communities**

- Implemented five-year goals to address health inequities and presented a Health Inequities Update Report to the Board of Supervisors in November 2009
- Completed a one-year planning process to improve health and social services to Pescadero residents, with participation from County departments and Pescadero-based organizations, resulting in the development of a collaborative work plan, service delivery improvements, and the submission of funding proposals to private foundations
- Served as statewide convener for the Mental Health and Cultural Competence Summit, entitled *Embracing Social Justice and Health Equity to Build Healthier Communities*. The summit, sponsored by The California Mental Health Directors Association (CMHDA) brought together more than 700 community-based behavioral health service delivery leaders
- Collaborated with the San Mateo County Youth Commission and EPA.net to launch the County's first youth blog ([www.yspacesmc.org](http://www.yspacesmc.org)), focused on engaging youth in building healthy communities and sharing their experiences in promoting healthy lifestyles



- Successfully moved six Alcohol and Other Drug (AOD) Prevention Partnerships from planning to implementation phases
- In partnership with the County Manager's Office, worked with the three members of the County's federal delegation to enlist residents' input in shaping federal health reform
- Completed New Beginnings Coalition Community-Based Strategic Plan, involving over 75 community members, which was adopted by the Commission on Aging and the State
- Improved and promoted retail take-back programs for fluorescent tubes and compact fluorescent lights through a funding partnership with PG&E

### **Building Internal Capacity**

- Implemented linguistic access policy by posting more than 200 signs in all public-facing Health System points of entry, training all front-office staff on accessing interpretation services, increasing training of bilingual staff for interpretation and translation responsibilities, and doubling the use of professionally-trained interpreters for Health System services
- Adopted data collection systems in all Health System clinics and San Mateo Medical Center that accurately capture Race, Ethnicity And Language (REAL) data to allow for the accurate assessment of health disparities and the development of system improvements for addressing these disparities
- Developed a robust H1N1 emergency response plan for San Mateo Medical Center operations to ensure continuity of care delivery
- Implemented Ambulatory Electronic Medical Record (AEMR) system to improve quality, safety and efficiency in outpatient clinics

### **Influencing Systems and Policy**

- Presented data and recommendations from the Aging 2020-2030 Model at over 75 community and city forums, which was adopted by the Board of Supervisors in October 2007
- Integrated prevention priorities into local decision making, which were highlighted in the 2009 New American Foundation report on health reform priorities, "Planning Magazine and Countywide Transportation Plan 2035"
- Released publication on Building Health into San Mateo County Cities, providing tools for more healthful land use policy-setting
- Strengthened provider capacity for disaster preparedness through the implementation of H1N1 vaccine distribution
- Implemented year two of the Board of Supervisors-approved vision to expand health coverage through the Health System Redesign Initiative, adopted by the Board of Supervisors in March 2008
- Awarded competitive funds and began implementation of criminal justice re-entry plan, adopted by the Board of Supervisors in December 2008 in partnership with the County Manager's office and the Sheriff, Probation, District Attorney and Courts divisions

### **Improving Access and Services**

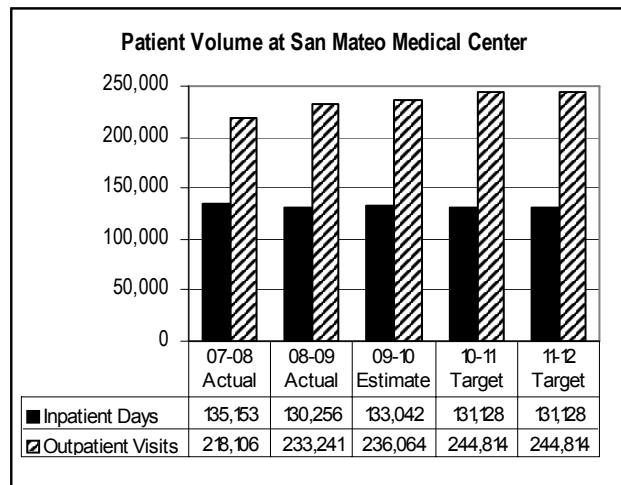
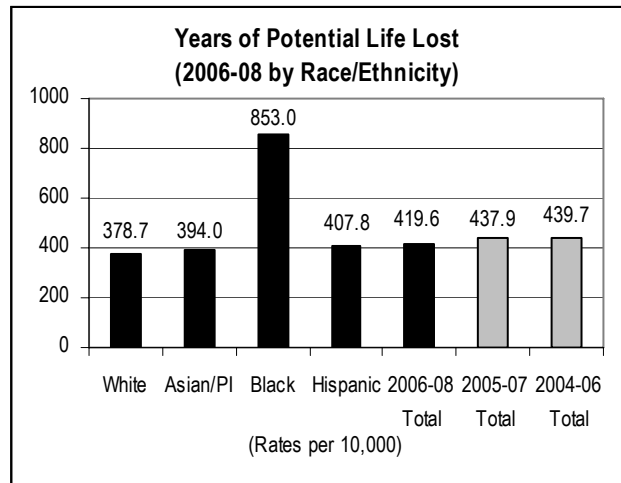
- Established urgent care clinic at the San Mateo Medical Center to provide care not requiring an emergency room visit (STARS Award recipient for viable budget reductions)
- Reduced cost of providing pharmaceuticals to uninsured patients and improved accessibility of San Mateo Medical Center's main pharmacy through the Pharmacy Assistance Program (STARS award honorable mention)
- Reduced pain intensity and depression rates for patients using the Pain Management Clinic by 12% and 22%, respectively (STARS award recipient for customer service)
- Made significant increases in the countywide breastfeeding initiation (+7%) and prenatal care utilization rates (+13%) with large improvements in these rates among low-income Pre-to-Three Program participants (STARS award recipient for program performance)
- In conjunction with the Courts, Sheriff's Office and Probation, the Health System developed a H1N1 prevention plan that included vaccinating all incarcerated youth, high-risk adults and institutional staff; using social distancing and segregating new arrestees and educating community policing agencies

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

- **Increasing Healthcare Costs**—The federal government projects that healthcare costs will increase by an average of more than 7% per year until 2015, with even greater increases expected for public healthcare spending
- **Healthcare Access Barriers**—The recession, and resulting unemployment, have vastly increased the number of people seeking healthcare in the public system. Current resources are not able to keep up with the demand. Consequently, new primary care appointments range from 4 to 17 months
- **Reduced State Revenues**—The State's budget deficit has directly impacted the Health System, as many of the cuts are directed to Health and Human Services. For example, state funding was reduced \$3.3M resulting in reductions in the AIDS Case Management program, as well as programs funded by Mental Health Managed Care, Proposition 36 and the CalWorks Single Allocation. In addition, funds based on sales tax and vehicle license fees, such as the Health, Mental Health, and Health Realignment have declined significantly as the economy has worsened
- **Health Inequities**—The Health System must continue to address pressing long-term health issues that reflect underlying factors linked with persistent poverty and discrimination
- **Preventable Chronic Disease**—Chronic diseases, including mental illness and addiction to alcohol, tobacco, and other drugs, take an enormous toll on the community
- **Disaster Preparedness and Influenza**—The H1N1 pandemic and the earthquake in Haiti are reminders of the need for substantial attention to preparing local government and the community for natural disasters and health crises. The Health System's disaster preparedness efforts address basic individual

and family health and safety, as well as potential interruptions of vital government and business functions that may follow an outbreak of influenza or another public health crisis

- **Workforce Capacity and Diversity**—The Health System must continue to invest in a workforce that provides linguistically-accessible and culturally competent services
- **Major Demographic Shifts**—The need for significant changes in healthcare and community support are anticipated as the population ages will require strategic thinking on how best to anticipate and plan for needed system changes
- **Anticipated Reforms and Strains in the Criminal Justice System**—State and local reforms and actions targeting the criminal justice system have significant implications for healthcare and behavioral healthcare systems, costs and workforce capacity. Reforms may include alternative ways to deal with low-level crimes, homelessness, lack of employment and mental illness
- **Community Capacity**—The recession and competing demands challenges the capacity of partners to address priority health issues
- **Data-Informed Practices**—The Health System will be challenged to keep up with the vast amount of “best practice” and “evidence-based” research that emerges on health issues and incorporate the findings most relevant to the community
- **Public Healthcare Policy**—State and federal policy-makers must continually be informed of County efforts to innovate and pilot community-based solutions for building a healthy community. As the spectrum of public health expands to include elements of land use / planning and sustainable agriculture, new public policy approaches must emerge
- **Critical Infrastructure**—The Health System needs to invest in critical infrastructure (space, information technology, seismically sound buildings) to support programs and initiatives
- **Changing Healthcare Provider**—The changing provider landscape alters the organization and priorities of local delivery systems and presents opportunities for partnership. All institutions in San Mateo County are currently dealing with a shortage of nursing and physician staff, given the nationwide shortage of primary care physicians. In addition, with the worsening economy, all healthcare providers face an increasing number of clients who are losing their health benefits. These factors affect San Mateo Medical Center’s approach for enlisting partnership in the Community Health Network for the underserved and require that the County continually adapt its role to respond to emerging demands and opportunities
- **Place-Based and Land Use Policy**—Local, state and federal policy makers must continually innovate solutions for building healthy communities. As the spectrum of public health expands to include elements of land use / planning and sustainable agriculture, new public policy approaches must emerge, and these approaches must consider long-term health repercussions



**Key Department Initiatives**

**1. Engaging and Partnering with Communities: Healthy Communities San Mateo**

**Alignment to Shared Vision:**

- Healthy Community

**Major Issues to be Addressed:**

- A growing body of research shows that many United States populations of color, primarily African Americans, Hispanics / Latinos and Pacific Islanders, as well as low-income populations, experience a disproportionately higher burden of disease and mortality
- San Mateo County exhibits these same trends in health disparities and recognizes that these inequities are a result of long-term discrimination and divestment in communities
- Addressing health inequities requires concerted actions in addressing the social determinants of health, including place, partnerships, education, income, wealth and community power

- Research and practice have affirmed the important roles that communities play in shaping health outcomes through family and peer supports, social and cultural norms, built environment characteristics, transportation systems, food systems, and other factors that are rooted in place

**Goals:**

- Build health equity
- Engage the community in addressing the social determinants of health

**Objectives:**

- Reduce levels of childhood overweight from 25% to 20% by 2015
- Reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21% by 2015
- Increase place-based primary prevention activities in communities experiencing the highest burden of disease and mortality
- Follow-up on recommendations heard from communities during Mental Health Services Act planning, Alcohol and Other Drug (AOD) Strategic Planning, and the Get Healthy San Mateo County Task Force Blueprint Update; through focused efforts to improve access to mental health services, engage in AOD prevention and improve opportunities for physical activity and healthy eating

**Major Milestones:**

- Continued community engagement in implementation of community wide plans to prevent childhood obesity, substance abuse, and chronic diseases
- Disseminated findings and identified local program and policy implications from the locally-created model that projects the impact of the aging population for San Mateo County's healthcare, housing, and transportation planning
- Facilitated continued engagement of cities and regional land-use decision-makers in allocating resources for the development of health communities including the North Fair Oaks Community Plan, the Grand Boulevard Initiative, the County General Plan, City Housing Elements, the Half Moon Bay Senior Campus, Safe Routes to School Implementation and Countywide Transportation Planning through the City and County Association of Governments (CCAG)
- Implemented community access and engagement initiatives in two areas of the County—Daly City / South San Francisco and East Palo Alto / Menlo Park—to improve access to mental health services for underserved ethnic communities within the County

**County Partners:**

- Human Services Agency
- Health Plan of San Mateo
- First Five Commission of San Mateo County
- Department of Public Works
- County Manager's Office

- Department of Housing
- Parks Department
- Planning and Building Department
- SamTrans
- County Office of Education
- City and County Association of Governments

**FY 2010-11 Budget Impact:**

In addition to the seven staff in Health Policy and Planning who will continue to lead and coordinate these efforts, existing resources across System divisions will be redirected toward this initiative including five in Behavioral Health and Recovery Services. This work will be conducted in partnership with many County and community organizations.

**2. Improving Access and Care: Health System Redesign / Maintaining System of Care**

**Alignment to Shared Vision:**

- Healthy Community

**Major Issues to be Addressed:**

- Increasing uninsured and underinsured population's demand for services, including a 63% increase in the population enrolled in the County's indigent care program since FY 2007-08, exceeding the County's available resources and primary care capacity
- Over 4,100 person waitlist for primary care appointments
- Continued escalation in the cost of delivering healthcare services
- Reduced revenues for delivery of care across service lines
- Increasing prevalence of chronic disease

**Goals:**

- Improve access to services and care, with a concentrated focus on preventive services and primary care
- Improve chronic disease management across systems to ensure the efficiency of care coordination and the effective targeting of medical resources
- Share uninsured patient care across provider groups to sustain access for patients with chronic diseases

**Objectives:**

- By 2011, design and implement a sustainable and creative approach to healthcare delivery that incorporates key recommendations of the Health Management Associates Phase Two Final Report and the recommendations of the Blue Ribbon Task Force
- Decrease Emergency Department visits and higher levels of care use
- Increase linkages between delivery of mental health, primary care and community-based services
- Maintain current waitlists for primary care in the context of growing rates of uninsurance and enrollment in the County's indigent care program

**Major Milestones:**

- Reduced uninsurance rates for children from 9.1% to 1.4% between 2003 and 2007
- With the Board of Supervisors support, approved a transfer of the indigent care program administration from the County to the Health Plan of San Mateo (HPSM) effective January 2009. This continues movement toward a seamless and coordinated coverage program for people with incomes below 200% of the Federal Poverty Level, in alignment with the recommendations of the Blue Ribbon Task Force
- Implemented initiatives to increase revenue and reduce costs through strategic Health System / HPSM financial strategies and redesigned operations and partnerships in several areas. These contributed \$7.75 million toward financial targets in FY 2008-09, and are contributing to a portion of the \$16 million in financial targets established for FY 2009-10
- Secured philanthropic investments of \$4 million (over two years) from the Sequoia Healthcare District and \$1 million (over three years) from the Peninsula Healthcare District to support the roles of San Mateo Medical Center and community partners involved in the Community Health Network for the Underserved
- Analyzed linkages between primary care and behavioral health and recovery services across five models, including the San Mateo Medical Center (SMMC), Behavioral Health and Recovery Services (BHRS), Ravenswood Family Health Center, and HPSM. Based on this analysis, designed and implemented an approach to improve care for older adults who are at-risk for depression, including those who are served in primary care settings and those affected by chronic pain
- Implemented Electronic Health Record capacity in both medical (SMMC) and behavioral health (BHRS) settings to advance continued effectiveness and innovation in care management. This follows a multi-year planning, resource development, and provider and staff training effort that prepared County networks for successful implementation
- Achieved agreement with the State of California to incorporate risk and responsibility for Skilled Nursing Facility (SNF) services within HPSM's umbrella, effective February 2010. This furthers progress toward an integrated continuum of long-term care and support for older adults and residents with disabilities

**County Partners:**

- Human Services Agency
- Health Plan of San Mateo
- County Counsel
- County Manager's Office

**FY 2010-11 Budget Impact:**

The County Manager's Office invested \$437,923 in FY 2009-10 to further this work. Existing Health System resources will be

redirected to contribute in this area, with additional resources invested from a variety of County and community partners.

**Other Significant Objectives by Program**

The Health System includes the following programs:

- Health Administration
- Health Policy and Planning
- Aging and Adult Services
- Behavioral Health and Recovery Services
- Community Health
- Family Health Services
- Correctional Health Services
- San Mateo Medical Center

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

**Health Policy and Planning**

- Reduce health disparities in partnership with County departments and the community
- Improve access to healthcare

**Aging and Adult Services**

- Enhance the older adult system of care through use of the Uniform Assessment Tool
- Expand program involvement of seniors and adults with disabilities
- Pursue long-term care integration

**Behavioral Health and Recovery Services**

- Maximize the efficiency and cost effectiveness of youth and adult services
- Initiate the implementation phase of six community prevention partnerships

**Community Health**

- Improve efficiency and use of services
- Continue influenza planning and preparation

**Family Health Services**

- Maintain an infant breastfeeding rate of more than 75%
- Maintain an immunization rate of 80% for children at age two

**Correctional Services**

- Perform 95% of juvenile and adult histories and physicals in a timely manner
- Provide nutritional consultations and education services to 700 customers

**San Mateo Medical Center**

- Ensure that 75% of Quality Plans meet targets
- Achieve an overall Customer Satisfaction Rate of at Least 90%
- Maintain rate of patient falls at 3.0 per 1,000 Patient Days

**Health System (5000D)**  
**ALL FUNDS**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                        |                    |                        |
| Taxes                            | 23,185             | 40,810             | 44,586             | 46,335                 | 1,749              | 46,335                 |
| Licenses, Permits and Franchises | 1,374,679          | 1,482,008          | 1,613,054          | 1,509,170              | (103,884)          | 1,509,170              |
| Fines, Forfeitures and Penalties | 2,044,334          | 2,669,305          | 2,567,901          | 2,890,894              | 322,993            | 2,890,894              |
| Use of Money and Property        | 716,820            | (118,594)          | 494,704            | 161,018                | (333,686)          | 161,018                |
| Intergovernmental Revenues       | 160,303,759        | 159,370,937        | 177,840,429        | 158,691,599            | (19,148,830)       | 156,700,334            |
| Charges for Services             | 151,055,597        | 180,170,350        | 201,452,726        | 222,338,977            | 20,886,251         | 224,464,565            |
| Interfund Revenue                | 25,433,187         | 24,769,792         | 20,647,097         | 30,518,866             | 9,871,769          | 30,518,866             |
| Miscellaneous Revenue            | 18,185,968         | 17,850,397         | 22,847,904         | 19,012,061             | (3,835,843)        | 19,012,061             |
| Other Financing Sources          | 55,758,983         | 63,035,495         | 35,447,783         | 23,168,745             | (12,279,038)       | 23,168,745             |
| <b>Total Revenue</b>             | <b>414,896,512</b> | <b>449,270,500</b> | <b>462,956,184</b> | <b>458,337,665</b>     | <b>(4,618,519)</b> | <b>458,471,988</b>     |
| Fund Balance                     | 23,946,102         | 22,965,991         | 23,201,374         | 22,466,971             | (734,403)          | 21,506,481             |
| <b>TOTAL SOURCES</b>             | <b>438,842,614</b> | <b>472,236,491</b> | <b>486,157,558</b> | <b>480,804,636</b>     | <b>(5,352,922)</b> | <b>479,978,469</b>     |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                        |                    |                        |
| Salaries and Benefits            | 244,543,096        | 252,645,088        | 269,931,031        | 280,730,117            | 10,799,086         | 283,728,124            |
| Services and Supplies            | 158,080,627        | 155,161,655        | 165,108,862        | 160,431,962            | (4,676,900)        | 157,804,714            |
| Other Charges                    | 81,783,289         | 94,645,980         | 96,507,276         | 84,588,568             | (11,918,708)       | 84,249,176             |
| Fixed Assets                     | 1,785,869          | 345,272            | 4,138,250          | 3,627,472              | (510,778)          | 2,908,830              |
| Other Financing Uses             | 10,215,421         | 10,372,515         | 11,728,026         | 11,375,290             | (352,736)          | 11,332,726             |
| <b>Gross Appropriations</b>      | <b>496,408,301</b> | <b>513,170,510</b> | <b>547,413,445</b> | <b>540,753,409</b>     | <b>(6,660,036)</b> | <b>540,023,570</b>     |
| Intrafund Transfers              | (31,506,804)       | (24,930,107)       | (27,902,846)       | (25,066,706)           | 2,836,140          | (25,101,212)           |
| <b>Net Appropriations</b>        | <b>464,901,498</b> | <b>488,240,404</b> | <b>519,510,599</b> | <b>515,686,703</b>     | <b>(3,823,896)</b> | <b>514,922,358</b>     |
| Contingencies/Dept Reserves      | 14,075,431         | 12,805,781         | 15,220,156         | 13,733,782             | (1,486,374)        | 13,733,782             |
| Non-General Fund Reserves        | 5,798,449          | 20,693,239         | 5,855,727          | 5,874,233              | 18,506             | 5,812,411              |
| <b>TOTAL REQUIREMENTS</b>        | <b>484,775,378</b> | <b>521,739,424</b> | <b>540,586,482</b> | <b>535,294,718</b>     | <b>(5,291,764)</b> | <b>534,468,551</b>     |
| <b>NET COUNTY COST</b>           | <b>45,932,763</b>  | <b>49,502,932</b>  | <b>54,428,924</b>  | <b>54,490,082</b>      | <b>61,158</b>      | <b>54,490,082</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                        |                    |                        |
| Salary Resolution                | 2,436.0            | 2,397.0            | 2,264.0            | 2,225.0                | (39.0)             | 2,225.0                |
| Funded FTE                       | 2,255.1            | 2,221.2            | 2,126.3            | 2,071.4                | (54.9)             | 2,071.4                |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$5,352,922 or 1% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Taxes

There is an increase of \$1,749 in this funding source due to increased tax collections in the Medical Center for cafeteria food sales based on current year actuals.

#### Licenses, Permits and Franchises

There is a decrease of \$103,884 in this funding source due to a reduction in permits for underground tanks, well and septic permits and other miscellaneous fees based on current year activity levels.

#### Fines, Fees and Forfeitures

There is a net increase of \$322,993 in this funding source due to an increase in court, juvenile and other vehicle fines in Emergency Medical Services based on current year activity which was offset by a reduction in the municipal court fines due to the elimination of the Linkages Program in Aging and Adult Services.

#### Use of Money and Property

There is a decrease of \$333,686 in this funding source due to reduced interest earnings of \$300,000 in the Public Guardian Trust Fund and other anticipated lower interest in other funds based on current year activity.

#### Intergovernmental Revenues

There is a net decrease of \$19,148,830 in this funding source due to a \$5,315,135 reduction in the Long Term Care Supplemental payment as a result of a lower census at Burlingame Long Term Care; \$6,545,242 reduction in Mental Health Services Act (MHSA) and other state mental health funding; Realignment reductions due the declining economy of \$4,093,943 in mental health services, \$2,397,861 in social services provided by Family Health and Aging and Adult Services, and \$1,250,444 in health services provided by the Medical Center; \$2,814,317 reduction in SB90 claims in Behavioral Health and Recovery Services due to clean up of payments received for prior years; and \$1,398,354 reduction due to the elimination of Proposition 36 Alcohol and Other Drug funding. These reductions were offset by a \$2,619,275 increase in the Early Periodic Screening, Diagnostic and Treatment (EPSDT) program in Behavioral Health and Recovery Services based on current year actuals; the inclusion of two criminal justice grants focusing on successful reentry of inmates into the community of \$1,263,857; an increase in the Women, Infant and Children's (WIC) program of \$444,639 based on caseload growth and a net increase in various state and federal funding sources of \$338,695.

#### Charges for Services

There is a net increase of \$20,886,251 in this funding source due primarily to adjustments in the Medical Center. Gross charges increased by \$9,312,745 as a result of price increases up to current rates. There is a decrease of \$3,662,097 in contractuals and bad debt disallowances reflecting anticipated improved collection efforts resulting in a net increase in revenue of \$5,650,648; an increase in Environmental Health fees pursuant to the current fee schedule of \$1,850,048 and the replacement of Net County Cost in Environmental Health with the new revenue source from the AB939 program.

#### Interfund Revenue

There is an increase of \$9,871,769 in this funding source due to reclassification of revenue received as a result of the Intergovernmental Transfer that was previously budgeted in Charges for Services of \$9,120,602 in the Medical Center; the balance is minor adjustments between San Mateo Medical Center and General Fund divisions of the Health System for payments regarding the Public Health Laboratory billing, Healthcare for the Homeless Grant and reimbursement for eligibility activities in Health Policy and Planning.

#### Miscellaneous Revenue

There is a net decrease of \$3,835,843 in this funding source due to a reduced contribution from the Hospital Foundation to the Medical Center's Capital Purchases budget of \$2,150,000; reduction of other miscellaneous grants of \$801,710; reduction of funding in Behavioral Health and Recovery services as a result of drug rebates and funding from the Alcohol and Drug Trust Fund of \$496,377; and a reduction of revenue from cafeteria food sales based on current year activity of \$450,871; these reductions are partially offset by the increase of revenue as a result of charging for services in the Representative Payee Program in Aging and Adult Services \$205,118.

#### Other Financing Sources

There is a net decrease of \$12,279,038 in this funding source due to the reclassification of revenue from the Hospital Contribution budget unit to Interfund Revenue and a reduction in the subsidy to the Medical Center from the General Fund pursuant to the budget targets.

Fund Balance

There is a decrease of \$734,403 in this funding source. Fund Balance used for one-time projects and purchases in FY 2009-10 has been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$5,291,764 or 1% from the FY 2009-10 Revised to the FY 2010-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$10,799,086 in this expenditure category due to merit increases, increases in retirement contributions, and the addition of nine positions, including five made during FY 2009-10. These increases are offset by the reduction of 48 positions, of which 12 are filled.

Services and Supplies

There is a net decrease of \$4,676,900 in this expenditure category due to a reduction of \$7,319,292 as a result of the transfer of the pharmaceuticals program from Behavioral Health and Recovery Services to the Health Plan of San Mateo; this decrease was offset by an increase in medical dental supplies of \$1,116,422 based on current levels; and an increase of \$3,731,461 for Intergovernmental Agency contracts funded by the Mental Health Services Act; the balance of the changes are adjustments to meet budget targets and various reclassifications of expenses within this category.

Other Charges

There is a net decrease of \$11,918,708 primarily due to the clean up of the intergovernmental transfer between the Contribution Budget unit and the Medical Center of \$6,913,800; and various contract reductions in Behavioral Health and Recovery services due to reduced funding of \$1,328,413. Information Services Department charges are also reduced by \$651,489.

Fixed Assets

There is a net decrease of \$510,778 due to the removal of one-time purchases in FY 2009-10.

Other Financing Uses

There is a net decrease of \$352,736 due to a reduction in the debt service payment due for the Medical Center of \$840,150, which was offset by an increase in capital project expense in the Capital Purchases for the Medical Center.

Intrafund Transfers

There is a net decrease of \$2,836,140 in this expenditure category due to reduced funding to other General Fund divisions based on reduced revenue.

Contingencies / Departmental Reserves

There is a decrease of \$1,486,868 in this expenditure category due to use of Reserves in Aging and Adult Services and Behavioral Health and Recovery Services to minimize the impact on revenue shortfalls on clients, and one-time use of Reserves to fund the design phase of the Public Health Laboratory replacement project. The balance in General Fund Reserves represents 2.67% of Net Appropriations, which exceeds the County 2% Reserves policy by \$3,435,335. The General Fund Reserve will cover potential costs for audit adjustments, mandated requirements of the Mental Health Services Act, housing projects in BHRS, the hand-held inspection equipment project in Environmental Health, a reserve against Bioterrorism costs in Public Health, and Reserves for the Department-wide Information Technology Strategic Plan (ITSP) and various succession planning projects. There are no major changes to Non-General Fund Reserves.

**NET COUNTY COST**

There is an increase of \$61,158 or 0.1% in this Department's General Fund allocation.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$826,167 or 0.2% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$1,991,265 in this funding source due to further reductions in the Mental Health Services Act (MHSA) of \$2,217,061 and the loss of other federal funding of \$282,538, which has been offset by minor increases in Social Services Realignment of \$210,000 and Federal Welfare Administration of \$298,334.

Charges for Services

There is an increase of \$2,125,588 in this funding source due to an adjustment in contractual write-offs for the Medical Center in the amount of \$1,877,551 anticipated due to the settling up of various prior year claims; increases in various Environmental Health programs of \$113,313; charges in the Public Guardian Program of \$59,876 and adjustments to the Medi-Cal Administrative Activities (MAA / TCM) Targeted Case Management program of \$70,000 due to increased costs.

Fund Balance

There is a decrease of \$960,490 in this funding source due to the removal of one-time expenses from the prior year in Community Health, Aging and Adult Services and Emergency Medical Services.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$826,167 or 0.2% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$2,998,007 in this expenditure category due to inclusion of merit increases and increases in health benefit costs.

Services and Supplies

There is a decrease of \$2,627,248 in this expenditure category due to reduced contract expenditures as a result of reduced Mental Health Services Act (MHSA) funding of \$2,526,519. The balance is miscellaneous reductions to meet budget targets.

Other Charges

There is a decrease of \$339,392 in this expenditure category due to reduce treatment expenses of \$296,203 related to the reduced Alcohol and Other Drug funding with the balance in minor reductions in technology charges.

Fixed Assets

There is a decrease of \$718,642 in this expenditure category due to removal of the one-time contract for architectural services related to the Public Health Laboratory.

Other Financing Sources

There is a decrease of \$42,564 in this funding source due to the removal of a one-time contract with Public Works for design services for the Public Health Laboratory.

Intrafund Transfers

There is an increase of \$34,506 in this expenditure category due to anticipated increased charges in Correctional Health for food services and minor adjustments in other divisions.

Contingencies / Departmental Reserves

There is no change to General Fund Reserves, and a \$61,822 decrease in Non-General Fund Reserves in the Emergency Medical Services Trust Fund. The General Fund Reserves represents 3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$3,435,335. The General Fund Reserve will cover potential costs for audit adjustments, mandated requirements of the Mental Health Services Act, housing projects in Behavioral Health and Recovery Services, the hand-held inspection equipment project in Environmental Health, a reserve against bioterrorism costs in Public Health, and Reserves for the Systemwide Information Technology Strategic Plan (ITSP) and various succession planning projects.

**NET COUNTY COST**

No change.



## Health Administration (5500B)

### Program Locator

- County
  - Healthy Community
    - ▷ **Health Administration**
      - Health Policy and Planning
      - Emergency Medical Services Fund
      - Aging and Adult Services
      - Behavioral Health and Recovery Services
      - Community Health
      - Family Health Services
      - Correctional Health Services
      - San Mateo Medical Center
      - Medical Center Capital Purchases

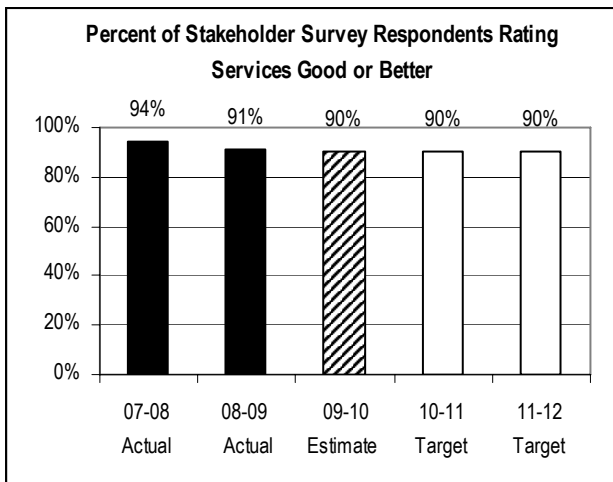
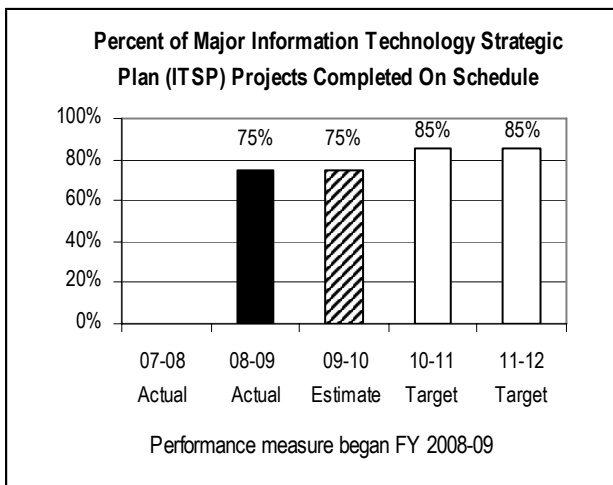
### Program Outcome Statement

Health Administration promotes and improves the health and well-being of the community by providing overall leadership, policy setting, management, and fiscal and administrative support for all County health functions.

### Services and Accomplishments

Health Administration contributes to the Shared Vision of a Healthy Community by 2025 by engaging the community in identifying health needs and partnering with community members to achieve solutions; improving inter- and intra-departmental program and service coordination; and pursuing strategies that maximize Health System efficiencies and revenues. Internally, Health Administration works closely with all divisions within the Health System and other County departments. Health Administration also provides leadership for the Health System and the County in meeting community healthcare needs; ensures that all programs have the capacity to provide needed care and services to residents; and provides support and information to the Board of Supervisors, County Manager, other agencies, and the public. Health Administration oversees the budget; including coordination of the Medi-Cal Administrative Activities / Targeted Case Management (MAA / TCM) program; works with the state and federal governments on funding issues; provides budget and accounting services for Health Policy and Planning; offers needed information for financial audits of the Health System; oversees contractual agreements between the Health System and independent contractors; provides leadership on major facilities and capital planning; and provides leadership and central coordination for information technology, including the Health System's two Information Technology Strategic Plans (ITSPs).

### Headline Measures



The following are major accomplishments in the current year:

- As part of the Health System Redesign Initiative, led key aspects of aligning clinical capacity across internal healthcare delivery functions carried out by the Health System (San Mateo Medical Center, Behavioral Health and Recovery Services, Correctional Health Services, Public Health Programs); led the design and implementation of strengthened partnerships with each of the major private healthcare delivery system organizations serving San Mateo County, to further the Community Health Network for the Underserved
- Continued to strengthen the partnership with the Health Plan of San Mateo on projects such as the Long Term Supportive Services Project, and opportunities opened up by the State's 1115 Medi-Cal waiver
- Increased potential revenue from MAA / TCM program by adding programs from Behavioral Health and Recovery Services, Family Health, and Community Health; and acting as the Local Government Agency, submitted claims on behalf of the Health Plan of San Mateo along with continued technical assistance and training

- Supported external funding requests that resulted in increased and renewed support from the Peninsula and Sequoia Health Care Districts, a successful American Recovery and Reinvestment Act (ARRA) grant for the Health System's Coastside presence, and successful grant applications completed by Health System community partners
- Supported major facilities and space reorganizations aimed at improving access to services for clients served by the Health System and maximizing financial sustainability; continued support to improve access to primary and dental care to the County's coastal communities after the closure of a private, non-profit medical clinic; assisted with obtaining ARRA funds to renovate medical clinic space to provide additional primary and dental care to the County's coastal region; and provided administrative oversight for the North County Clinic remodel to allow for increased clinical space

### Story Behind Performance

The unit continues to meet stakeholder satisfaction targets. The scope of Health Administration activities continues to expand as a result of several organizational changes. The Health System was created by the Board of Supervisors on July 28, 2008, and includes all County health functions within a single department. These divisions include Aging and Adult Services, Behavioral Health and Recovery Services, Community Health, Correctional Health, Family Health, Health Policy and Planning, and the San Mateo Medical Center. To better align the unit's mission to the appropriate community outcome, the Agricultural Commissioner / Sealer was transferred to the Community Services Department and will be listed under the Environmentally Conscious Community Outcome. The Public Information Officer, who provides information to the media and the public on all health issues, has been transferred to the Health Policy and Planning division to centralize communication functions.

The former Health Department and San Mateo Medical Center each have Information Technology Strategic Plans (ITSPs). These plans have been instrumental in determining priority technology projects with limited resources. Health Administration continues to support the elements of each plan with the goal of consolidating the plans when appropriate.

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

- To develop financial and programmatic strategies that will allow the Health System to provide the highest level of services it can despite decreases in state, federal, and local funding
- To ensure that prevention activities continue and address present and future needs
- To continue to work closely with the Health Plan of San Mateo (HPSM) to effectively leverage state and federal healthcare financing resources, organize health insurance and coverage for low-income residents, and assure appropriate healthcare access for County residents

### Program Objectives

Health Administration will meet performance targets by doing the following:

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

- Continue regular budget monitoring and communications with the divisions about risks, liabilities, trends, and projections
- Meet regularly with the Health System's fiscal officers, individually and as a group
- Continue long-range financial planning and analysis
- Identify new funding sources and opportunities to enhance existing sources
- Continue to review, modify, and strengthen strategies to maximize funding programs including Medi-Cal Administrative Activities and Targeted Case Management

#### Achieve an Overall Stakeholder Satisfaction Rating of at Least 90%

- Identify appropriate stakeholders in the Health System to survey
- Send survey to stakeholders with cover memo encouraging response
- Follow up with those surveyed to encourage response and address areas of concern
- Continue to use an on-line survey tool

#### Timely Process all Agreements, Amendments and Board of Supervisors Items

- Meet regularly with designated contract staff from each Health System division to address processes, changes, and standards
- Regularly prepare and distribute a calendar of deadlines to assure timely submission of Board items
- Audit division-approved contracts to assure compliance with standards
- Solicit feedback on successes and opportunities during annual customer survey

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of budgets monitored <sup>(1)</sup>                                      | 13                   | 13                   | 11                     | 18                   | 18                   |
| Number of agreements, amendments, and other Board of Supervisor items processed | 689                  | 660                  | 650                    | 660                  | 970                  |
| <b>How Well We Do It (Quality / Efficiency)</b>                                 |                      |                      |                        |                      |                      |
| Percent of Health Department budget allocated to Health Administration          | 1%                   | 1%                   | 1%                     | 1%                   | 1%                   |
| Percent of General Fund budgets exceeding appropriations at year-end            | 0%                   | 0%                   | 0%                     | 0%                   | 0%                   |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                                 |                      |                      |                        |                      |                      |
| Percent of stakeholder survey respondents rating services good or better        | 94%                  | 91%                  | 90%                    | 90%                  | 90%                  |
| Percent of medium and large IT projects completed on time                       | ---                  | 75%                  | 75%                    | 85%                  | 85%                  |

(1) Increase in FY 2009-10 reflects the consolidation of the former Health Department and San Mateo Medical Center.

## Health Administration (5500B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 18.0              | 16.0              | 14.0               | 13.0                   | (1.0)             | 13.0                   |
| Funded FTE                | 16.2              | 15.4              | 13.8               | 12.4                   | (1.3)             | 12.4                   |
| <b>Total Requirements</b> | 2,468,471         | 2,099,998         | 2,096,767          | 2,457,043              | 360,276           | 2,457,043              |
| <b>Total Sources</b>      | 2,407,070         | 2,384,141         | 2,096,767          | 2,457,043              | 360,276           | 2,457,043              |
| <b>Net County Cost</b>    | 61,401            | (284,143)         |                    |                        |                   |                        |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0. The expenditures in this program are transferred to various programs throughout the Department.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment and reductions in contract expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 28,276          | 50,735         | 64,286              | 0        | 86,745          | 0         |

### 2. Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) Program

An Administrative Assistant II position and program costs have been added to support an increase in timestudy requirements for the Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) Program. The MAA / TCM program is a federal matching program that allows for reimbursement for administrative activities necessary for the proper and efficient administration of Medi-Cal program and case management for targeted Medi-Cal clients. This program has grown tenfold since 1997 with over 300 staff who submit timestudies for revenue reimbursement. Most recently, the Health System has expanded coordination services to the Health Plan of San Mateo. Over the next year, the state will be increasing the timestudy requirements from one month a year to potentially four times a year or a random moment survey. Either option will more than double the workload. The position and program costs associated with facilitating the increased program activities will be reimbursed by an administrative fee charged to the Health Plan of San Mateo and by additional MAA / TCM claims.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 332,000         | 394,671        | (62,671)            | 0        | 0               | 1         |

### 3. Transfer of Public Information Officer from Administration to Health Policy and Planning

The Public Information Officer has been transferred from Administration to Health Policy and Planning to reflect the current reporting structure. Reimbursement through Intrafund Transfers from the other Health divisions have been adjusting accordingly.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (139,491)      | 139,491             | 0        | 0               | (1)       |

### 4. Staffing Adjustments to Support Implementation of the Health System Redesign

A vacant Health Services Finance Director has been deleted from Health Administration and a Director of Strategic Operation has been added to Health Policy and Planning for improved reimbursement potential.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (86,745)       | 0                   | 0        | (86,745)        | (1)       |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 360,276         | 219,170        | 141,106             | 0        | 0               | (1)       |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and elimination of one-time projects and equipment contract expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 43,189         | 0                   | 0        | 0               | 0         |
| 0               | (43,189)       | 0                   | 0        | 0               | 0         |

## Health Administration (5500B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues    | 649,537           | 712,598           | 234,640            | 464,516                | 229,876           | 464,516                |
| Charges for Services          | 284,651           | 121,734           | 464,513            | 821,562                | 357,049           | 821,562                |
| Interfund Revenue             | 19,568            | 19,568            | 19,568             | 19,568                 |                   | 19,568                 |
| Miscellaneous Revenue         | 342,207           | 365,449           | 333,175            | 333,175                |                   | 333,175                |
| <b>Total Revenue</b>          | <b>1,295,963</b>  | <b>1,219,348</b>  | <b>1,051,896</b>   | <b>1,638,821</b>       | <b>586,925</b>    | <b>1,638,821</b>       |
| Fund Balance                  | 1,111,107         | 1,164,793         | 1,044,871          | 818,222                | (226,649)         | 818,222                |
| <b>TOTAL SOURCES</b>          | <b>2,407,070</b>  | <b>2,384,141</b>  | <b>2,096,767</b>   | <b>2,457,043</b>       | <b>360,276</b>    | <b>2,457,043</b>       |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 2,035,793         | 2,376,060         | 2,369,152          | 2,159,450              | (209,702)         | 2,202,639              |
| Services and Supplies         | 3,625,003         | 1,247,494         | 1,055,410          | 1,630,655              | 575,245           | 1,630,655              |
| Other Charges                 | 3,448,797         | 1,390,990         | 1,824,161          | 1,677,788              | (146,373)         | 1,634,599              |
| <b>Gross Appropriations</b>   | <b>9,109,594</b>  | <b>5,014,544</b>  | <b>5,248,723</b>   | <b>5,467,893</b>       | <b>219,170</b>    | <b>5,467,893</b>       |
| Intrafund Transfers           | (7,752,229)       | (3,579,339)       | (3,884,381)        | (3,743,275)            | 141,106           | (3,743,275)            |
| <b>Net Appropriations</b>     | <b>1,357,364</b>  | <b>1,435,205</b>  | <b>1,364,342</b>   | <b>1,724,618</b>       | <b>360,276</b>    | <b>1,724,618</b>       |
| Contingencies / Dept Reserves | 1,111,107         | 664,793           | 732,425            | 732,425                |                   | 732,425                |
| <b>TOTAL REQUIREMENTS</b>     | <b>2,468,471</b>  | <b>2,099,998</b>  | <b>2,096,767</b>   | <b>2,457,043</b>       | <b>360,276</b>    | <b>2,457,043</b>       |
| <b>NET COUNTY COST</b>        | <b>61,401</b>     | <b>(284,143)</b>  |                    |                        |                   | <b>0</b>               |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>      | <b>18.0</b>       | <b>16.0</b>       | <b>14.0</b>        | <b>13.0</b>            | <b>(1.0)</b>      | <b>13.0</b>            |
| <b>Funded FTE</b>             | <b>16.2</b>       | <b>15.4</b>       | <b>13.8</b>        | <b>12.4</b>            | <b>(1.3)</b>      | <b>12.4</b>            |

## Health Policy and Planning (5550B)

### Program Locator

- County
  - Healthy Community
    - Health Administration
- ▷ **Health Policy and Planning**
  - Emergency Medical Services Fund
  - Aging and Adult Services
  - Behavioral Health and Recovery Services
  - Community Health
  - Family Health Services
  - Correctional Health Services
  - San Mateo Medical Center
  - Medical Center Capital Purchases

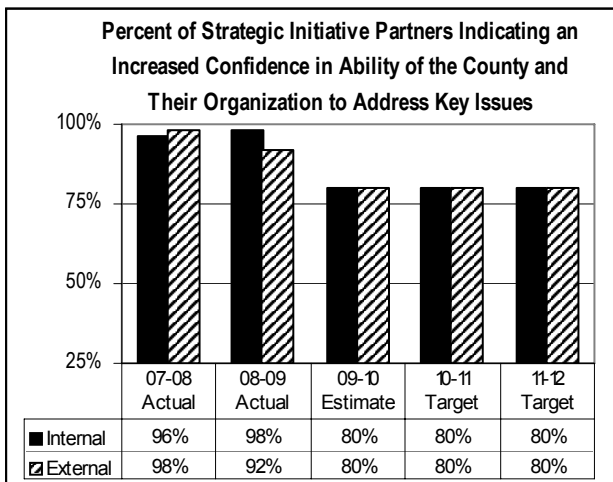
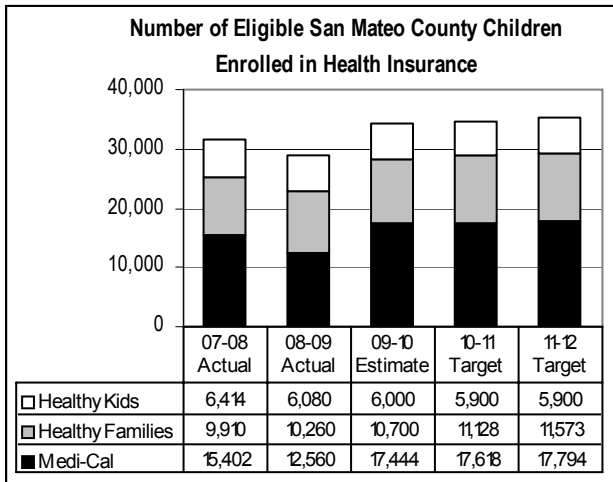
### Program Outcome Statement

Health Policy and Planning increases the Health System's ability to improve community health by addressing strategic health issues in partnership with the community.

### Services and Accomplishments

Health Policy and Planning (HPP) contributes to the Shared Vision of a Healthy Community by 2025 through community-based health planning, assessment, data and policy analysis, and community health initiatives. HPP carries out projects and initiatives that represent strategic priorities of the Health System aimed at long-term and systemic impact on community health conditions toward improving health and well-being and preventing illness, disease, and injury. Policy and Planning leads strategic planning, engages the community, and analyzes data and policy opportunities to inform System practice and priority setting. Epidemiology tracks long-term trends in community health and communicable disease, responds to immediate health threats such as communicable disease outbreaks, and completes analysis to catalyze policy change. Communications builds consistency of Health System messaging, manages risk communications, and informs the public of high priority health issues. The Children's Health Initiative (CHI) / Health Coverage Unit conducts outreach, enrollment, retention, and utilization activities for the various health coverage programs for low-income children, adults, and families including Healthy Kids, Healthy Families, Medi-Cal, and County Access and Care for Everyone, which combines the former Wellness, Enrollment Linkage and Low-Cost (WELL), and Access and Care for Everyone (ACE) programs. The Health System Redesign Initiative is carried out within HPP.

### Headline Measures



The following are major accomplishments in the current year:

- Integrated health considerations into four local land use policy setting documents in addition to the Grand Boulevard Initiative regional planning process to improve the built environment
- Expanded capacity for meeting the language needs of Limited English Proficient (LEP) clients by holding trainings for staff on accessing interpreter and translation services, training bilingual staff as Health System interpreters, and establishing process for accessing bilingual staff for interpretation services
- Met community response needs of the H1N1 outbreak by developing preventive health materials, accessing culturally specific communications outlets, and maintaining timely communication with community-wide leadership
- Reduced the number of uninsured children in the County from 3,000 children in 2005 to 2,000 children in 2007 (1.9% to 1.4%) through promoting enrollment and retention of health coverage. San Mateo County is one of two counties in California that has sustained a universal children's health coverage effort without caps or waiting lists for eligible children
- Worked with ten major healthcare delivery organizations serving the County to advance expanded partnership roles in services to

the publicly covered and uninsured population as part of a Community Health Network for the Underserved

### Story Behind Performance

Major focuses of Health Policy and Planning (HPP) in FY 2010-11 continue to further work on the Healthy Communities San Mateo initiative to build health equity and coordination of community and Health System efforts aimed at improving access to healthcare. County and community work on healthcare access is being furthered through the second year of the Health System Redesign Initiative, led by the County Manager's Office (CMO) and involving the Health System and the Health Plan of San Mateo (HPSM). A Special Assistant to the County Manager position is assigned from HPP to serve as lead staff for this effort.

In efforts to centralize system-wide technical assistance functions within HPP, the Public Information Officer position was transferred to the unit from Health Administration. This has allowed HPP to increase the ability to respond to demands for information, develop a unified voice, and create stronger community messaging related to building health equity and engaging in prevention.

Also during this year, Community Health Advocate (CHA) staff stationed across the San Mateo Medical Center system and at community locations were unified within a single Health Coverage Unit. This unit includes staff of the Children's Health Initiative. This unification has consolidated functions such as the countywide phone number for health coverage assistance and staff and community training on health coverage. This unit will continue to partner with key County stakeholders such as HPSM, Human Services Agency, and community-based organizations to increase enrollment and retention of children and adults in the various health coverage programs.

The Children's Health Initiative staff continue to partner with key County stakeholders to increase enrollment and retention of children and adults in the various health coverage programs. There is an increase in overall enrollment in 2010, with a sharp increase in Medi-Cal, as a result of the current economic decline.

Health Policy and Planning has worked in partnership with the community on addressing strategic priority initiatives. A key component of this work is building internal and external capacity. The percentage of strategic initiative partners indicating an increased confidence in the County and their organization to address key issues is an indicator of the strength of this partnership and long-term ability to build capacity and maintain momentum, with a goal to maintain a rate of 80%.

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

- To increase community momentum for the long-term agenda of preventing illness and building health equity given diminishing resources and competing priorities
- To make significant progress in addressing long-term community health challenges and building health equity by supporting community and internal capacity to continue implementing key action steps of the various strategic plans informing this work

- To continue to advance partnerships and innovations that enable the Health System to meet the growing demand for safety net healthcare services amidst declining revenues and strained primary care capacity

### Program Objectives

Health Policy and Planning will meet performance targets by doing the following:

#### Build Health Equity in Partnership with County Departments and the Community

- Lead collaborations that engage community advocates and decision makers in building health equity, including the prevention of childhood obesity through the Get Healthy San Mateo County Task Force
- Conduct studies projecting and assessing the effectiveness, accessibility, and quality of client- and population-based health services including the Linguistic Access Assessment
- Increase staff support to schools and advocates for schools in the areas of Walk to School Day, Safe Routes to Schools, and Walking School Buses
- Increase staff training on health inequities and cultural competence
- Involve the perspectives of all County communities in Health System planning and programs

#### Provide Technical Assistance to Health System Programs and Community Organizations

- Research best practices in the areas of health, health equity, health assessments, and health data sources
- Provide guidance and support on program design, funding sources, grant writing, and social marketing
- Participate in community strategic planning and program evaluations
- Provide analytic support required to launch, sustain, and strengthen community and Health System planning and programs
- Provide support to the Community Health Network for the Underserved, which enlists all County healthcare delivery organizations in addressing the needs of the underserved
- Provide support to County partnerships in addressing health and the built environment in collaboration with other County departments including Parks, Planning, and Housing
- Conduct disease and outbreak surveillance on immediate health concerns such as food borne illness and H1N1 outbreaks
- Provide strategic direction for Health System internal and external communications

#### Enroll an Additional 1,050 Children in Health Insurance Plans Over the Next Three Years (Non-Duplicated Count), Increase Benefits Utilization Rates, and Improve Access to Healthcare

- Continue to work with all school districts, community-based organizations, and County agencies to provide easily accessible gateways to enrollment in all public health insurance programs



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including Medi-Cal, Healthy Families, Healthy Kids, and the County Access and Care for Everyone Program

- Implement and monitor health navigation, utilization, and retention strategies that increase contact with families and improve their understanding and use of benefits
- Continue to work with the Human Services Agency, Health System divisions, and Health Plan of San Mateo to address healthcare barriers identified in the Children's Health Initiative Five-Year Evaluation report and the Health Management Associates assessment of the County's role in healthcare delivery

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of community members engaged in addressing high priority health issues   | 330                  | 400                  | 300                    | 300                  | 300                  |
| Number of performance measures monitored <sup>(1)</sup>   | 163                  | 163                  | 163                    | 240                  | 240                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of partner and client satisfaction with Health Policy and Planning work:  |                      |                      |                        |                      |                      |
| - Technical assistance recipients   | 93%                  | 96%                  | 90%                    | 90%                  | 90%                  |
| - Task force and strategic initiative partners  | 91%                  | 96%                  | 90%                    | 90%                  | 90%                  |
| Number of strategic policy benchmarks reached by Policy and Planning  | 10                   | 12                   | 12                     | 12                   | 12                   |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number of eligible San Mateo County children enrolled in health insurance:  |                      |                      |                        |                      |                      |
| - Medi-Cal <sup>(2)</sup>   | 15,402               | 12,560               | 17,444                 | 17,618               | 17,794               |
| - Healthy Families  | 9,910                | 10,260               | 10,700                 | 11,128               | 11,573               |
| - Healthy Kids  | 6,414                | 6,080                | 6,000                  | 5,900                | 5,900                |
| TOTAL   | 31,726               | 28,900               | 34,144                 | 34,646               | 35,267               |
| Number of individuals enrolled in local adult coverage programs:  |                      |                      |                        |                      |                      |
| - ACE County  | 8,852                | 10,411               | 18,892                 | 17,692               | 17,692               |
| - ACE (Access and Care for Everyone)  | 3,613                | 5,266                | 4,915                  | 6,700                | 6,700                |
| TOTAL   | 12,465               | 15,677               | 23,807                 | 24,392               | 24,392               |
| Percent of strategic initiative partners indicating an increased confidence in ability of the County and their organization to address key health issues: |                      |                      |                        |                      |                      |
| - Internal  | 96%                  | 98%                  | 80%                    | 80%                  | 80%                  |
| - External  | 98%                  | 92%                  | 80%                    | 80%                  | 80%                  |

<sup>(1)</sup> Increase due to the consolidation of this Performance Measure from the former Health Department and San Mateo Medical Center.

<sup>(2)</sup> Includes children enrolled in Full Scope No Share-of-Cost Medi-Cal only.

## Health Policy and Planning (5550B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 28.0              | 30.0              | 50.0               | 53.0                   | 3.0               | 53.0                   |
| Funded FTE                | 26.0              | 29.9              | 45.8               | 52.9                   | 7.1               | 52.9                   |
| <b>Total Requirements</b> | 8,164,698         | 7,667,651         | 9,546,277          | 10,408,757             | 862,480           | 10,478,757             |
| <b>Total Sources</b>      | 6,028,733         | 5,542,058         | 5,999,790          | 6,518,739              | 518,949           | 6,588,739              |
| <b>Net County Cost</b>    | 2,135,966         | 2,125,593         | 3,546,487          | 3,890,018              | 343,531           | 3,890,018              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| State Grants Match        |                   |                   | 1,135,000          | 2,002,400              | 867,400           | 2,072,400              |
| Non-Mandated Services     |                   |                   | 2,411,487          | 1,887,618              | (523,869)         | 1,817,618              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,890,018 or 37.4%, of which 100% is discretionary. This discretionary amount includes projects and initiatives that represent strategic priorities of the Health System.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contract expenditures; increase in Medi-Cal Administrative Activities (MAA) reimbursement; and decreased reimbursement (Intrafund Transfers) for the Children's Health Initiative.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 122,493         | (485,867)      | 1,187,373           | 0        | 579,013         | 0         |

#### 2. Staffing Adjustments to Support Implementation of the Health System Redesign

One vacant Epidemiologist position has been deleted and one Graphic Specialist position has been added. The Director of Strategic Operations has been added in Health Administration and transferred to Health Policy and Planning. Additionally, the Public Information Officer has been transferred from Health Administration to Health Policy and Planning. These staffing adjustments have been made to support implementation of the Health System redesign.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 97,479          | 321,454        | (239,491)           | 0        | (15,516)        | 2         |

### **3. Staffing Adjustments to Realign Health Coverage Services**

To support the growth of the Health Coverage Unit and align positions with service delivery, two Health Benefit Analyst II positions have been transferred from the Human Services Agency and one Health Benefit Supervisor position has been added. These position adjustments have been made to align positions with service delivery and to support the growth of the Health Coverage Unit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 298,977         | 298,977        | 0                   | 0        | 0               | 3         |

### **4. Workforce Reduction to Meet Budget Target**

Two filled Community Program Specialist II positions have been deleted to meet Net County Cost reductions. These position eliminations will lead to reduced support for prevention of childhood obesity efforts and a slowed pace on implementation of the linguistic access strategic plan. The incumbents have been transferred to vacant Community Program Specialist positions in other divisions in the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (219,966)      | 0                   | 0        | (219,966)       | (2)       |

### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 518,949         | (85,402)       | 947,882             | 0        | 343,531         | 3         |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and off-setting revenue adjustments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 70,000          | 70,000         | 0                   | 0        | 0               | 0         |

## Health Policy and Planning (5550B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues    | 822,919           | 607,456           | 75,000             | 240,000                | 165,000           | 240,000                |
| Charges for Services          | 728,198           | 865,649           | 1,135,000          | 2,002,400              | 867,400           | 2,072,400              |
| Interfund Revenue             | 14,934            | 18,301            | 37,000             | 201,000                | 164,000           | 201,000                |
| Miscellaneous Revenue         | 4,259,634         | 3,790,211         | 4,380,891          | 3,703,440              | (677,451)         | 3,703,440              |
| <b>Total Revenue</b>          | <b>5,825,685</b>  | <b>5,281,617</b>  | <b>5,627,891</b>   | <b>6,146,840</b>       | <b>518,949</b>    | <b>6,216,840</b>       |
| Fund Balance                  | 203,048           | 260,441           | 371,899            | 371,899                |                   | 371,899                |
| <b>TOTAL SOURCES</b>          | <b>6,028,733</b>  | <b>5,542,058</b>  | <b>5,999,790</b>   | <b>6,518,739</b>       | <b>518,949</b>    | <b>6,588,739</b>       |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 3,190,748         | 3,307,128         | 5,098,884          | 6,157,648              | 1,058,764         | 6,279,633              |
| Services and Supplies         | 9,810,706         | 8,665,453         | 8,670,745          | 7,447,155              | (1,223,590)       | 7,395,170              |
| Other Charges                 | 121,666           | 189,931           | 160,847            | 240,271                | 79,424            | 240,271                |
| <b>Gross Appropriations</b>   | <b>13,123,120</b> | <b>12,162,512</b> | <b>13,930,476</b>  | <b>13,845,074</b>      | <b>(85,402)</b>   | <b>13,915,074</b>      |
| Intrafund Transfers           | (5,135,897)       | (4,755,302)       | (4,644,640)        | (3,696,758)            | 947,882           | (3,696,758)            |
| <b>Net Appropriations</b>     | <b>7,987,223</b>  | <b>7,407,210</b>  | <b>9,285,836</b>   | <b>10,148,316</b>      | <b>862,480</b>    | <b>10,218,316</b>      |
| Contingencies / Dept Reserves | 177,475           | 260,441           | 260,441            | 260,441                |                   | 260,441                |
| <b>TOTAL REQUIREMENTS</b>     | <b>8,164,698</b>  | <b>7,667,651</b>  | <b>9,546,277</b>   | <b>10,408,757</b>      | <b>862,480</b>    | <b>10,478,757</b>      |
| <b>NET COUNTY COST</b>        | <b>2,135,966</b>  | <b>2,125,593</b>  | <b>3,546,487</b>   | <b>3,890,018</b>       | <b>343,531</b>    | <b>3,890,018</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>      | <b>28.0</b>       | <b>30.0</b>       | <b>50.0</b>        | <b>53.0</b>            | <b>3.0</b>        | <b>53.0</b>            |
| <b>Funded FTE</b>             | <b>26.0</b>       | <b>29.9</b>       | <b>45.8</b>        | <b>52.9</b>            | <b>7.1</b>        | <b>52.9</b>            |

## Emergency Medical Services Fund (5630B)

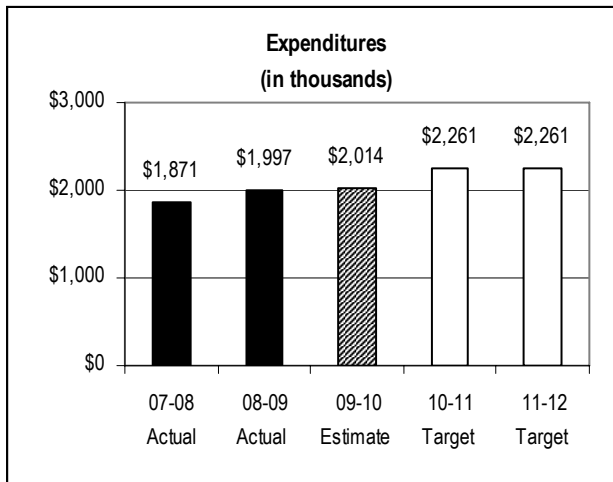
### Budget Unit Locator

- County
  - Healthy Community
    - Health Administration
    - Health Policy and Planning
  - ▷ **Emergency Medical Services Fund**
    - Aging and Adult Services
    - Behavioral Health and Recovery Services
    - Community Health
    - Family Health Services
    - Correctional Health Services
    - San Mateo Medical Center
    - Medical Center Capital Purchases

### Budget Unit Description

The Emergency Medical Services (EMS) Trust Fund was established to implement SB12 / 612 (Maddy Fund legislation) and is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees. SB12 / 612 funds are used to pay physicians for uncompensated emergency care and to pay hospitals providing disproportionate emergency and trauma care. The EMS program in the General Fund administers physicians' claims and receives an administrative fee from this trust fund to help defray operating costs.

Recent legislation limits the amount of Reserves that can be maintained within the Physician Services account to no more than 15% of collections. Recent legislation limits the amount of Reserves that can be maintained within the Physician Services account to no more than 15% of collections. The payment schedules are monitored in order to maintain the Reserves within the limit.



### Discretionary Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost (NCC). The EMS Trust Fund is fully supported by traffic fine revenues per Maddy Fund legislation.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: payments for Physicians / Trauma accounts are funded by Reserves in accordance with SB 476 which limits the amount of Reserves that may be maintained to no more than 15% of collections. Revenues from vehicle fines have been decreased based on prior year trends. Operating cost increases are funded by the EMS Trust Fund Reserves.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | (10,190)  |
| Appropriations      | 246,510   |
| Intrafund Transfers | 0         |
| Reserves            | (256,700) |
| Net County Cost     | 0         |
| Positions           | 0         |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made as follows: Fund Balance and Reserves have decreased due to anticipated appropriations in the current year.

|                     |          |
|---------------------|----------|
| Revenue/Sources     | (61,822) |
| Appropriations      | 0        |
| Intrafund Transfers | 0        |
| Reserves            | (61,822) |
| Net County Cost     | 0        |
| Positions           | 0        |

**Emergency Medical Services Fund (5630B)**  
**Emergency Medical Services Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 1,702,795         | 1,998,334         | 1,808,547          | 2,174,941              | 366,394           | 2,174,941              |
| Use of Money and Property        | 81,508            | (67,177)          | 60,000             | 24,474                 | (35,526)          | 24,474                 |
| Intergovernmental Revenues       | 9,278             | (3,866)           |                    |                        |                   |                        |
| Miscellaneous Revenue            | 357,532           | 338,957           | 334,066            |                        | (334,066)         |                        |
| <b>Total Revenue</b>             | <b>2,151,113</b>  | <b>2,266,248</b>  | <b>2,202,613</b>   | <b>2,199,415</b>       | <b>(3,198)</b>    | <b>2,199,415</b>       |
| Fund Balance                     | 2,020,905         | 2,301,485         | 2,570,404          | 2,563,412              | (6,992)           | 2,501,590              |
| <b>TOTAL SOURCES</b>             | <b>4,172,018</b>  | <b>4,567,733</b>  | <b>4,773,017</b>   | <b>4,762,827</b>       | <b>(10,190)</b>   | <b>4,701,005</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Services and Supplies            | 1,870,533         | 1,997,329         | 2,014,727          | 2,261,237              | 246,510           | 2,261,237              |
| <b>Net Appropriations</b>        | <b>1,870,533</b>  | <b>1,997,329</b>  | <b>2,014,727</b>   | <b>2,261,237</b>       | <b>246,510</b>    | <b>2,261,237</b>       |
| Contingencies / Dept Reserves    |                   |                   | 275,206            |                        | (275,206)         |                        |
| Non-General Fund Reserves        | 2,301,485         | 2,570,404         | 2,483,084          | 2,501,590              | 18,506            | 2,439,768              |
| <b>TOTAL REQUIREMENTS</b>        | <b>4,172,018</b>  | <b>4,567,733</b>  | <b>4,773,017</b>   | <b>4,762,827</b>       | <b>(10,190)</b>   | <b>4,701,005</b>       |

## Aging and Adult Services (5700B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 66,224            | 52,323            | 70,000             |                        | (70,000)          |                        |
| Use of Money and Property        | 515,602           |                   | 400,000            | 100,000                | (300,000)         | 100,000                |
| Intergovernmental Revenues       | 11,563,671        | 10,465,925        | 12,234,533         | 11,865,552             | (368,981)         | 12,373,886             |
| Charges for Services             | 2,477,935         | 2,264,178         | 3,242,750          | 3,267,163              | 24,413            | 3,327,039              |
| Interfund Revenue                | 142,097           | 148,007           | 218,872            | 218,624                | (248)             | 218,624                |
| Miscellaneous Revenue            | 479,005           | 752,440           | 774,445            | 804,556                | 30,111            | 804,556                |
| <b>Total Revenue</b>             | <b>15,244,533</b> | <b>13,682,872</b> | <b>16,940,600</b>  | <b>16,255,895</b>      | <b>(684,705)</b>  | <b>16,824,105</b>      |
| Fund Balance                     | 2,037,136         | 2,477,107         | 1,845,931          | 1,845,931              |                   | 1,425,931              |
| <b>TOTAL SOURCES</b>             | <b>17,281,669</b> | <b>16,159,979</b> | <b>18,786,531</b>  | <b>18,101,826</b>      | <b>(684,705)</b>  | <b>18,250,036</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 12,599,011        | 12,660,720        | 14,045,757         | 14,198,538             | 152,781           | 14,346,748             |
| Services and Supplies            | 3,921,802         | 3,519,191         | 3,919,901          | 3,830,020              | (89,881)          | 3,830,020              |
| Other Charges                    | 5,212,438         | 4,664,226         | 5,313,193          | 5,076,070              | (237,123)         | 5,076,070              |
| <b>Gross Appropriations</b>      | <b>21,733,252</b> | <b>20,844,137</b> | <b>23,278,851</b>  | <b>23,104,628</b>      | <b>(174,223)</b>  | <b>23,252,838</b>      |
| Intrafund Transfers              | (1,779,423)       | (1,598,440)       | (1,396,404)        | (1,324,603)            | 71,801            | (1,324,603)            |
| <b>Net Appropriations</b>        | <b>19,953,829</b> | <b>19,245,697</b> | <b>21,882,447</b>  | <b>21,780,025</b>      | <b>(102,422)</b>  | <b>21,928,235</b>      |
| Contingencies / Dept Reserves    | 1,699,524         | 1,833,044         | 1,845,931          | 1,425,931              | (420,000)         | 1,425,931              |
| <b>TOTAL REQUIREMENTS</b>        | <b>21,653,353</b> | <b>21,078,741</b> | <b>23,728,378</b>  | <b>23,205,956</b>      | <b>(522,422)</b>  | <b>23,354,166</b>      |
| <b>NET COUNTY COST</b>           | <b>4,371,683</b>  | <b>4,918,762</b>  | <b>4,941,847</b>   | <b>5,104,130</b>       | <b>162,283</b>    | <b>5,104,130</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 125.0             | 125.0             | 118.0              | 117.0                  | (1.0)             | 117.0                  |
| Funded FTE                       | 124.7             | 125.0             | 121.4              | 117.0                  | (4.4)             | 117.0                  |

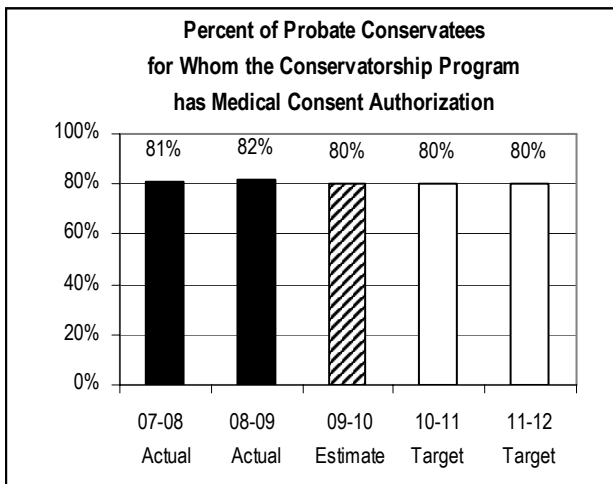
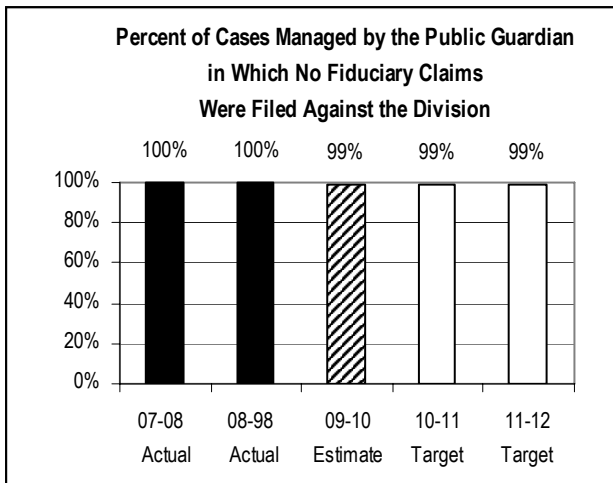


## Conservatorship Program (5700P)

### Program Locator

- County
  - Healthy Community
    - Aging and Adult Services
      - ▷ **Conservatorship Program**
        - Community-Based Programs
        - IHSS Public Authority
        - IHSS Public Authority GF

### Headline Measures



### Program Outcome Statement

The Aging and Adult Services (AAS) Conservatorship Program / Public Guardian protects vulnerable people by providing comprehensive personal care and financial services to individuals who are disabled by mental illness, dementia, or chronic disease and are conserved by the Superior Court under the Probate Code and the Lanterman Petris Short (LPS) Act. This aspect of the continuum of care, although involuntary, strives to support the

individual in maintaining as much independence as possible and includes both the individual and their family in the decision-making process whenever possible.

### Services and Accomplishments

The Conservatorship Program contributes to the Shared Vision of a Healthy Community by 2025 by providing care and services for conservatees. The Conservatorship Program is administered by the Public Guardian under jurisdiction of the Superior Court and in partnership with Behavioral Health and Recovery Services (BHRS), County Counsel, Private Defender, Court Investigator's Office, the Ombudsman Program, Golden Gate Regional Center, and family members. Staff are responsible for making medical and placement decisions, developing and implementing comprehensive care / treatment plans, and protecting the individual's personal and financial assets including the management and disposition of all real and personal property.

The following are major accomplishments in the current year:

- Effectively managed approximately \$61 million in client assets
- Collaborated with BHRS and the San Mateo Medical Center (SMMC) to develop and create placements for the program's most difficult conservatees
- Piloted a new structure for the Public Guardian Program that is expected to increase program efficiency
- Initiated and completed a comprehensive financial management training series
- Collaborated with the multidisciplinary Misdemeanor Incompetent to Stand Trial (MISTY) team, to plan for the resolution to restore clients to competency in order to address their criminal charges and subsequently secure appropriate community placement

### Story Behind Performance

The measurement of fiduciary claims against the Division is an important indication of the Conservatorship Program's success in providing services and managing conservatee assets effectively. The program continues to operate with almost no claims, achieving at least a 99% avoidance rate over the past three years.

Securing medical consent authorization enables program staff to make medical treatment decisions on behalf of conservatees who cannot make such decisions independently. Some clients are conserved primarily due to their inability to make responsible financial decisions, yet continue to retain capacity to make other decisions regarding their healthcare. Maintaining the maximum safe level of independence for the conservatees is core to the mission of Aging and Adult Services (AAS). This targeted performance rate has remained at a level of 80% or higher over the past three years.

The Conservatorship Program actively participates in a collaborative effort with BHRS and the Full Service Partnerships to create and develop more appropriate housing options within San Mateo County

for conserved clients. Since FY 2006-07, the Conservatorship Program has found placement within the County for at least 76% of clients. Unfortunately, due to the closing of specialized housing for clients with behavioral issues within the County, the Conservatorship Program anticipates a decrease in the percent of conservatees placed within San Mateo County.

In order to provide integrated physical and psychiatric needs assessments for older adults and persons with disabilities, the Public Guardian collaborates regularly with the San Mateo Medical Center (SMMC) and the Ron Robinson Senior Care Center (RRSCC). These interdepartmental efforts improve the health status of high-risk, vulnerable populations.

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

- To address the lack of affordable placements in the Bay Area for conservatees with dementia and / or mental health and chronic medical conditions, and especially for those conservatees under 65 years with dementia due to head trauma and / or substance abuse
- To equip staff with the necessary resources to address increasingly complex client estates that consist of multiple investments and / or real property which can make clients more vulnerable to fraud and financial exploitation
- To objectively assess safety for 100% of conservatees residing independently at home

**Program Objectives**

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

Ensure No Fiduciary Claims Against the Division for at least 99% of Cases Managed

- Continue to enhance quality assurance monitoring in the Public Guardian Program

Obtain Medical Consent Authorization for at least 80% of Probate Conservatees

- Further develop collaboration among Aging and Adult Services programs to ensure the County is granted medical consent authority for those who are not able to make medical decisions on their own behalf

Maintain capacity for 76% of conservatees to be placed within San Mateo County

- Continue to work with San Mateo Medical Center staff to place eligible county residents in the most integrated setting as possible
- Continue to work with Behavioral Health and Recovery Services and the Full Service Partnership Programs to develop appropriate housing options within San Mateo County for conserved clients
- Secure Board and Care beds for short-term transitional care

Enhance the Older Adult System of Care by Meeting with Representatives of the Health System and Health Plan of San Mateo at Least Monthly

- Address issues such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home- and community-based care, and lack of housing for the most vulnerable populations by working collaboratively with other County departments and agencies including San Mateo Medical Center, Behavioral Health and Recovery Services, and the Health Plan of San Mateo
- Continue to develop the Long-Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Continue to use the AAS Uniform Assessment Tool within the Public Guardian Program, to assess its value and ability to coordinate appropriate services, including placement

**Performance Measures Summary Table**

| <b>Performance Measures</b>   | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|---|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>   |                              |                              |                                |                              |                              |
| Number of persons conserved:  |                              |                              |                                |                              |                              |
| - Probate   | 245                          | 245                          | 260                            | 260                          | 260                          |
| - Probate with Dementia Authority   | 115                          | 107                          | 125                            | 125                          | 125                          |
| - LPS (Lanterman Petris Short Act)  | 361                          | 382                          | 390                            | 390                          | 390                          |
| TOTAL   | 721                          | 734                          | 775                            | 775                          | 775                          |
| Total value of client assets managed by the Public Guardian <sup>(1)</sup>  | \$67,609,044                 | \$62,901,813                 | \$61,300,000                   | \$61,000,000                 | \$61,000,000                 |
| Number of Trusts administered   | 56                           | 55                           | 55                             | 50                           | 50                           |
| Number of face-to-face visits with clients  | 2,767                        | 2,792                        | 2,800                          | 2,800                        | 2,800                        |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                              |                              |                                |                              |                              |
| Percent of all clients who received at least one face-to-face visit every 90 days   | 96%                          | 95%                          | 95%                            | 95%                          | 95%                          |
| Number and percent of total accountings filed requiring Public Guardian to request a continuance from the court                       | 54 / 8%                      | 72 / 11%                     | 60 / 10%                       | 60 / 10%                     | 60 / 10%                     |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                              |                              |                                |                              |                              |
| Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Aging and Adult Services Division | 100%                         | 100%                         | 99%                            | 99%                          | 99%                          |
| Percent of conservatees placed within San Mateo County  | 77%                          | 76%                          | 78%                            | 76%                          | 76%                          |
| Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization                                | 81%                          | 82%                          | 80%                            | 80%                          | 80%                          |

<sup>(1)</sup> The decrease from FY 2007-08 forward reflects the projected impact of the current economic downturn.

## Conservatorship Program (5700P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 45.0              | 45.0              | 44.0               | 44.0                   |                   | 44.0                   |
| Funded FTE                | 45.0              | 45.0              | 44.7               | 44.0                   | (0.7)             | 44.0                   |
| <b>Total Requirements</b> | 4,631,965         | 5,084,387         | 6,207,791          | 6,566,739              | 358,948           | 6,626,615              |
| <b>Total Sources</b>      | 3,059,354         | 2,306,273         | 3,954,401          | 3,926,412              | (27,989)          | 3,986,288              |
| <b>Net County Cost</b>    | 1,572,611         | 2,778,114         | 2,253,390          | 2,640,327              | 386,937           | 2,640,327              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Non-Mandated Services     |                   |                   | 2,253,390          | 2,640,327              | 386,937           | 2,640,327              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,640,327 or 40.2%, of which 100% is discretionary. This discretionary amount includes Mandated Public Guardian Services currently provided with no maintenance-of-effort or local match requirements.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment; increases in Public Guardian Legal Fees; increases in technology costs related to upgrading the CompuTrust system; and loss of interest income.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (192,107)       | 379,264        | 0                   | 0        | 571,371         | 0         |

#### 2. Workforce Reduction to Meet Budget Target

One vacant Transportation Officer and one vacant Deputy Public Guardian position have been deleted from the Public Guardian program in order to meet the Net County Cost target. While these positions have been vacant over a year, the program has been experiencing caseload growth and the impact of these deletions will result in higher case loads for existing Deputy Guardians and increase risk of falling out of compliance with Probate Code and Superior Court requirements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (184,434)      | 0                   | 0        | (184,434)       | (2)       |

### **3. Transfer of Behavioral Health and Recovery Services Payee Positions**

Aging and Adult Services will be acquiring two Fiscal Office Specialist positions from Behavioral Health and Recovery Services due to the consolidation of the Representative Payee programs in the Health System. The Health System will also begin charging for Representative Payee services beginning July 1, 2010 to offset part of the costs for these positions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 164,118         | 164,118        | 0                   | 0        | 0               | 2         |

#### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (27,989)        | 358,948        | 0                   | 0        | 386,937         | 0         |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and the inclusion of anticipated Public Guardian Estate fees earned.

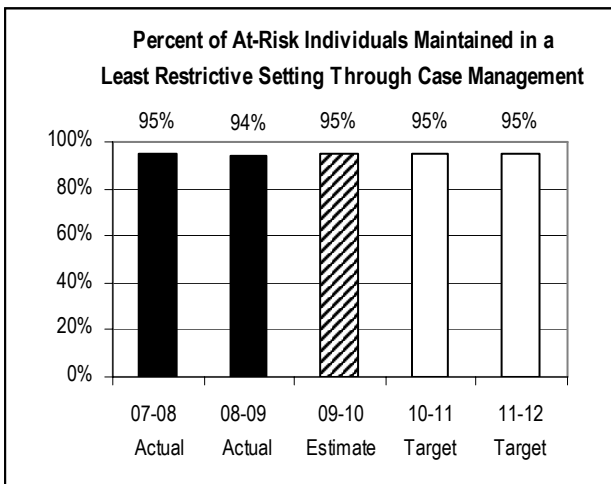
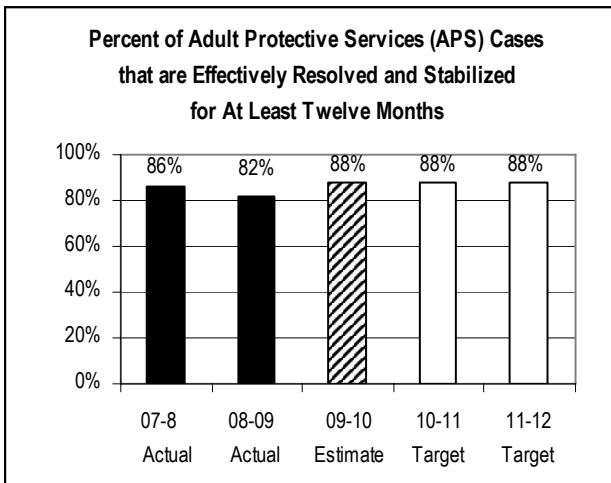
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 59,876          | 59,876         | 0                   | 0        | 0               | 0         |

## Community-Based Programs (5720P)

### Program Locator

- County
  - Healthy Community
    - Aging and Adult Services
      - Conservatorship Program
      - ▷ **Community-Based Programs**
      - IHSS Public Authority
      - IHSS Public Authority GF

### Headline Measures



### Program Outcome Statement

Aging and Adult Services (AAS) Community-Based Programs promote and sustain a high quality of life for older adults and persons with disabilities through the development of an integrated continuum of care. In partnership with individuals, community-based organizations, and the Commissions on Aging and Disabilities, these programs help vulnerable older adults and persons with disabilities thrive in their communities; protect them from abuse and / or neglect;

support their independence; and improve their health and safety through the provision of outreach, advocacy, protective and supportive services, and care coordination.

### Services and Accomplishments

Community-Based Programs contribute to the Shared Vision of a Healthy Community by 2025 by providing a continuum of services for older adults and persons with disabilities. These programs fall under the categories of protection, support, and advocacy and are provided through the Teamwork Insuring Elder Support (TIES) Line, Outreach, Centralized Intake, Adult Protective Services (APS), Representative Payee, Multipurpose Senior Services Program (MSSP), and the In-Home Supportive Services (IHSS) Program. Many clients come to the attention of APS before being referred to other home- and community-based programs. APS assesses and investigates allegations of abuse or neglect and provides support to stabilize their situations. Staff provides an array of prevention and early intervention services and advocacy on behalf of clients. The Division also serves as the Area Agency on Aging (AAA) that administers federal, state, local, and private funds in support of an integrated system of care for older adults and persons with disabilities. This funding supports the planning and delivery of community-based services including congregate nutrition, home-delivered meals, health promotion and disease prevention, senior employment, adult day health care, Alzheimer's day care, caregiver support, transportation, ombudsman services, health insurance counseling and advocacy, and legal services.

The following are major accomplishments in the current year:

- Utilized volunteer AAS staff and student interns to complete 190 reassessments and 61 new assessments for Meals on Wheels recipients
- Completed the Healthier Outcomes Through Multidisciplinary Engagement (HOME) Team pilot project to provide multidisciplinary case management for clients relying on the Emergency Department for medical care in collaboration with other Health System Divisions, San Mateo Medical Center (SMMC) and the Human Services Agency
- Completed the Uniform Assessment Tool trial project in accordance with AB 786 and strategically contributed to the County's progress towards an integrated, comprehensive, and truly client-centered long-term care system
- Implemented the Health System's policies within AAS to improve accessibility and use of translation and interpretation services for Limited English Proficient (LEP) clients and increase cultural competence

### Story Behind Performance

The mission of Aging and Adult Services is to improve and maintain the health and safety of clients in the least restrictive setting possible. At least 84% of individuals served by APS remain in stable situations for at least 12 months, reflecting staff effectiveness at

protecting the most vulnerable residents from potentially abusive situations. Many of these APS clients require ongoing case management through AAS programs and other community services to maintain their health and well-being.

Over the past two years, at least 95% of the Division's most at-risk clients have been maintained in a least restrictive setting through case management.

Aging and Adult Services continues to make progress on the Long-Term Supportive Services Project (LTSSP) in an effort to achieve a fully integrated Medicaid / Medicare long-term care system that enables strategic resource allocation decisions in alignment with the AAS mission. Fundamental to the success of LTSSP is a common assessment for all clients entering long-term care services. AAS completed the trial of a Uniform Assessment Tool, which represents a significant accomplishment for the Division and its work towards achieving the LTSSP service delivery model. MSSP has continued to use the Uniform Assessment Tool as it serves as the program's main assessment tool. Continued collaboration with Behavioral Health and Recovery Services (BHRS), the San Mateo Medical Center (SMMC), and the Health Plan of San Mateo may result in the expanded use of the Uniform Assessment Tool in FY 2010-11.

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

- To enhance the older adult system of care to meet the needs of a projected increase in the elderly and vulnerable populations
- To expand linguistic access and cultural competency to services in Spanish, Chinese, Tagalog, and Russian speaking communities
- To provide high quality services to vulnerable residents despite decreased funding
- To integrate existing case management software systems as it relates to the coordination of care

**Program Objectives**

Community-Based Programs will meet performance targets by doing the following:

Resolve and Stabilize at least 88% of APS Cases for a Minimum of 12 Months

- Continue to closely monitor cases open to Adult Protective Services to ensure client safety and well-being
- Develop a strategy for implementing additional quality assurance methods for the Centralized Intake Unit, including Adult Protective Services, within current resources

Achieve a 97% Rating of Stakeholder Survey Respondents Benefiting from Services Provided

- Continue to enhance services and monitor quality assurance
- Continue to advocate for clients through the Commission on Aging, Commission on Disabilities, and other community forums to address client needs

Maintain 95% of At-Risk Individuals in a Least Restrictive Setting through Case Management

- Provide a continuum of services necessary to allow clients to remain in the least restrictive setting possible
- Continue to improve coordination between AAS programs to ensure a smooth transition for clients who require services from multiple programs
- Increase client health insurance enrollment and connections to primary care providers and medical clinics

Expand Program Involvement of Seniors and Adults with Disabilities by Meeting Monthly with Advisory Groups

- Continue to provide opportunities for seniors and adults with disabilities to influence and participate in advocacy and the development of programs and public policy through the Commission on Aging, the Commission on Disabilities, the Community-Based Continuum of Care, the In-Home Supportive Services Advisory Committee, and the New Beginning Coalition
- Through collaboration with community partners, continue to link projects and gaps in service identified in the Strategic Plan for Accessible Transportation with the SamTrans Senior Mobility Action Plan
- Increase collaboration between Environmental Health Services, code compliance, and Adult Protective Services

Enhance the Older Adult System of Care by Meeting with Representatives of the Health System and Health Plan of San Mateo at Least Monthly

- Address issues such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home- and community-based care, and the lack of housing for the most vulnerable populations
- Continue to develop the Long-Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Focus efforts to understand different IT systems
- Work collaboratively with our partners in acute, home- and community-based and long-term care
- Continue efforts of care coordination, appropriate service delivery and seamless care while working within state guidelines
- Broaden the array of resources available to clients, especially in the areas of housing and out-of-home placement options
- Expand the Network of Care website to improve linguistic access and to enhance the links between the Network of Care and the Commissions' websites
- Use results of the Aging 2020-2030 model to plan for needs of the older adult population over the next 20 years

Train 2 Graduate Level Social Work Students per Year in Gerontology to Address Succession Planning

- Continue to participate in the California Social Work Education Center / Northern California Collaborative to sustain funds to be used for graduate student stipends
- Collaborate with ten Bay Area Aging and Adult Services programs and four schools of social work for curriculum development in social work and aging

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-9<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|---------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do</b>  |                      |                     |                        |                      |                      |
| Number of Adult Protective Services (APS) cases opened  | 1,050                | 1,137               | 1,300                  | 1,430                | 1,430                |
| Number of at-risk individuals served by case management <sup>(1)</sup>  | 3,029                | 3,589               | 3,050                  | 3,050                | 3,050                |
| Number of people served through Area Agency on Aging funds  | 14,393               | 13,267              | 15,000                 | 15,000               | 15,000               |
| Number of professionals and general public receiving information and education  | 3,023                | 2,845               | 2,500                  | 2,500                | 2,500                |
| Number of information and referral calls answered by the TIES Line  | 8,948                | 10,124              | 11,000                 | 12,100               | 12,100               |
| <b>How Well We Do It (Quality)</b>  |                      |                     |                        |                      |                      |
| Percent of at-risk individuals maintained in a least restrictive setting through case management                        | 95%                  | 94%                 | 95%                    | 95%                  | 95%                  |
| Number and percent of clients assessed using the new Uniform Assessment Tool  | --- / ---            | 319 / 9%-           | 200 / 12%              | 350 / 12%            | 350 / 12%            |
| <b>Is Anyone Better Off? (Outcome)</b>  |                      |                     |                        |                      |                      |
| Percent of Adult Protective Services cases effectively resolved and stabilized for at least twelve months               | 86%                  | 82%                 | 88%                    | 88%                  | 88%                  |
| Percent of stakeholder survey respondents indicating benefit from services provided:                                    |                      |                     |                        |                      |                      |
| - Personal life has improved as a result of the services received (reported annually)                                   | 100%                 | 100%                | 97%                    | 97%                  | 97%                  |
| - Gained useful knowledge through the presentations, trainings, conferences, and resources provided (reported annually) | 99%                  | 100%                | 97%                    | 97%                  | 97%                  |

<sup>(1)</sup> "At-risk individuals" refers to those who are unable to remain safely in their own homes without case management and would otherwise be placed in an institution.



## Community-Based Programs (5720P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 80.0              | 80.0              | 74.0               | 73.0                   | (1.0)             | 73.0                   |
| Funded FTE                | 79.7              | 80.0              | 76.8               | 73.0                   | (3.8)             | 73.0                   |
| <b>Total Requirements</b> | 17,021,388        | 15,994,354        | 17,520,587         | 16,639,217             | (881,370)         | 16,727,551             |
| <b>Total Sources</b>      | 14,222,316        | 13,853,706        | 14,832,130         | 14,175,414             | (656,716)         | 14,263,748             |
| <b>Net County Cost</b>    | 2,799,072         | 2,140,648         | 2,688,457          | 2,463,803              | (224,654)         | 2,463,803              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Local Grants Match-IHSS   |                   |                   | 261,148            | 361,659                | 100,511           | 301,982                |
| Adult Protective Svcs MOE |                   |                   | 248,503            | 248,503                |                   | 248,503                |
| Non-Mandated Services     |                   |                   | 1,349,378          | 866,422                | (482,956)         | 886,557                |
| Local Overmatch           |                   |                   | 829,428            | 987,219                | 157,791           | 1,026,761              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,463,803 or 14.8%, of which \$1,853,641 or 75.2% is discretionary. This discretionary amount includes Mandated Services, such as In-Home Supportive Services and Adult Protective Services (APS), currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services such as Older Americans Act Programs and APS that include case management services to prevent institutionalization of dependent adults and older adults, Representative Payee services, probate conservator investigations, the Commission on Aging, the Commission on Disabilities and associated community-based contracts.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment; reductions in Realignment revenue and other state and local funding; increased reimbursement (Intrafund Transfers) for services provided to other divisions within the Health System; and one-time use of Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (482,352)       | (308,837)      | (28,199)            | (420,000) | (274,684)       | 0         |

#### 2. Elimination of the HOME Team

The HOME Team (Healthier Outcomes through Multidisciplinary Engagement) has been eliminated due to the lack of funding. Three of the four current positions have been moved to other programs in the Health System and one Public Health Nurse position has been deleted. Elimination of the HOME Team eliminates comprehensive case management services for frequent users of the Emergency Department at the

San Mateo Medical Center. The incumbent in the filled position has been transferred to an existing vacant position in another division in the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (215,364)       | (184,450)      | 100,000             | 0        | 130,914         | (1)       |

### 3. Extra Help Reduction to Meet Budget Target

Extra Help used to assist with high case loads in the case management and conservatorship programs has been reduced to meet Net County Cost target. This reduction will result in higher caseloads for existing staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (20,000)       | 0                   | 0        | (20,000)        | 0         |

### 4. Staffing Adjustment

Due to the reductions in case management programs in AAS and the reduction in associated accounting work required, a vacant Senior Accountant is deleted and replaced with an Accountant II.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (19,884)       | 0                   | 0        | (19,884)        | 0         |

### 5. Representative Payee Services

The Health System will begin charging for Representative Payee services to recover some of the costs of the program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 41,000          | 0              | 0                   | 0        | (41,000)        | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (656,716)       | (533,171)      | 71,801              | (420,000) | (224,654)       | (1)       |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and an anticipated increase in Federal Welfare and Realignment revenue.

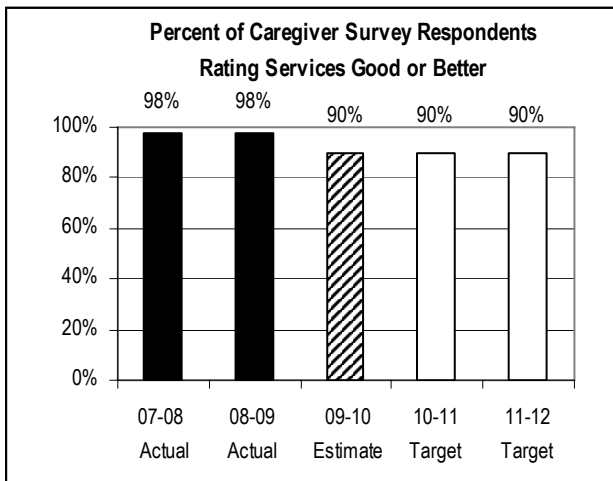
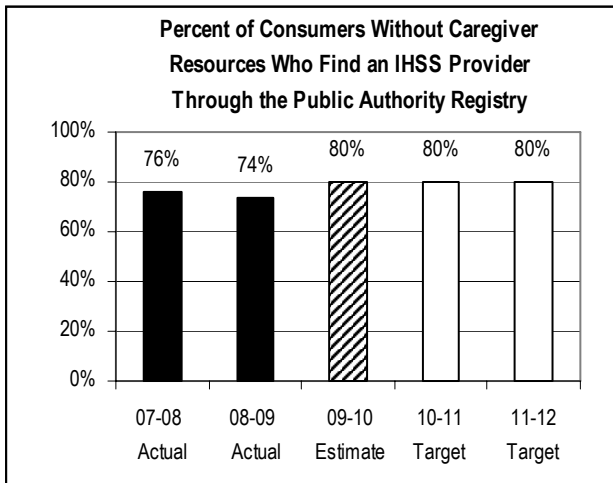
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 88,334          | 88,334         | 0                   | 0        | 0               | 0         |

## IHSS Public Authority (5800B)

### Program Locator

- County
  - Healthy Community
    - Aging and Adult Services
      - Conservatorship Program
      - Community-Based Programs
      - ▶ **IHSS Public Authority**
        - IHSS Public Authority GF

### Headline Measures



### Program Outcome Statement

The Public Authority (PA) for In-Home Supportive Services (IHSS) promotes the dignity, independence, health, and safety of at-risk low-income seniors, disabled adults, and children and their families in San Mateo County. The program helps individuals remain safely in their community by enhancing the quality and availability of in-home care services and by empowering them to live a healthy and safe lifestyle in their own homes.

### Services and Accomplishments

The Public Authority (PA) contributes to the Shared Vision of a Healthy Community by 2025 by providing assistance to IHSS consumers in finding a caregiver. The PA recruits individuals to be in-home caregivers, maintains a registry to assist consumers in finding IHSS workers, administers the payroll of IHSS workers, and provides support and training for both consumers and in-home caregivers. Bilingual / bicultural staff enhances the PA's ability to provide services to a diverse population of providers and clients. Consumers of Aging and Adult Services (AAS) are encouraged to participate on the PA Advisory Committee and other commissions and committees of AAS.

The following are major accomplishments in the current year:

- Implemented the new state Provider Enrollment requirements for 3,100 existing providers, which include face-to-face meetings, collection of identification and Social Security cards, criminal background checks, and state orientations
- Enrolled approximately 80 to 100 new providers per month
- Conducted approximately 16 two-hour IHSS orientations per month
- Processed Department of Justice background checks and subsequent arrest records for all IHSS providers
- Participated in statewide efforts to design the new Case Management, Information, and Payroll System (CMIPS II) for the IHSS program

### Story Behind Performance

The Public Authority has a unique relationship with the County. Technically a freestanding organization, it is programmatically integrated into the day-to-day operation of AAS. Its co-location with AAS further enhances the coordination of a wide variety of services and support provided. As a result of this relationship, the PA benefits from the support of the County's infrastructure; e.g., County Counsel and Human Resources. In the past year, AAS staff has contributed to the PA's progress in complying with additional state regulations for providers including providing language interpretation services, preparing for orientations and other administrative tasks associated with provider orientations. Proximity to AAS program staff also enables the PA to provide joint home visits with AAS Social Workers. This allows for seamless service provision for clients. San Mateo County's PA has served as a model for other counties in the development of Public Authorities that are integrated into County service systems for seniors and persons with disabilities.

A primary goal of the Public Authority (PA) is to assist In-Home Supportive Services (IHSS) consumers by supporting their independence and meeting their homecare needs. The effectiveness of the Registry in helping consumers find IHSS providers is an indicator of successful performance in meeting this goal. In examining the number of Registry lists distributed versus the number of Registry workers hired, the past methodology did not

seem to accurately reflect the percentage of consumers who providers hired from the Registry. A revised methodology counts consumers who received a Registry list, but might have decided to hire a provider who was not on the list, and is therefore a more accurate indicator of Registry to consumer matches. Due to this change, the percentage indicated in the performance measure has decreased. The PA will continue to maintain a current Registry of potential and available providers and recruit caregivers from as many geographic locations as possible throughout the County.

The Public Authority conducts consumer satisfaction surveys to monitor the success of its programs. At least 90% of caregivers rate the services provided by the PA as good or better. Surveys also indicate that PA services improve the quality of living situations for 96% of the consumers served, and 95% of individuals state that they have gained useful knowledge from the trainings attended.

- Include health and safety information in newsletters and continue to coordinate with Community Health on mailings to providers
- Provide information on identification and reporting of suspected elder and dependent adult abuse and child abuse
- Work with IHSS Quality Assurance staff to identify potential service delivery issues for consumers

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

- To continue to meet the homecare service needs of a steadily increasing number of IHSS consumers within the significant constraints of local, state and individual budgetary considerations
- To prepare for the new CMIPS II implementation by January 2011 and the changes in user interface for staff
- To anticipate the potential change in IHSS due to the state budget

**Program Objectives**

The IHSS Public Authority will meet performance targets by doing the following:

Ensure at Least 80% of Potential Consumers Without Caregiver Resources Find a Caregiver Through the PA Registry

- Maintain an accurate PA Registry of potential caregivers
- Recruit caregivers from all geographic regions, reflecting the County's cultural and linguistic diversity

Achieve an Overall Caregiver Satisfaction Rate of at Least 90%

- Enhance the network of support for providers
- Offer additional information and training to consumers and IHSS providers on effective communication, hiring processes, setting limits, and monitoring hours
- Continue to improve the education, knowledge, and skills of caregivers and increase consumer awareness and understanding of caregiver responsibilities
- Provide a minimum of eight caregiving skills training sessions per year

Implement at Least 10 Activities per Year to Enhance the Protection of Consumers and Caregivers

- Continue to conduct background investigations of Registry caregivers
- Provide training for caregivers on disaster / emergency preparedness

## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Average number of caregivers served by the Public Authority per month  | 2,589                | 2,867                | 2,800                  | 3,100                | 3,100                |
| Number of consumers served by the Public Authority registry  | 314                  | 283                  | 300                    | 300                  | 300                  |
| Number of caregivers and consumers attending Public Authority trainings per year   | 227                  | 277                  | 240                    | 240                  | 240                  |
| Average number of timecards processed per month  | 6,052                | 6,703                | 6,560                  | 7,000                | 7,000                |
| Number and percent of Independent Providers (IPs) who are relatives <sup>(1)</sup>   | --- / ---            | 2,307 / 68%          | 2,211 / 68%            | 2,500 / 69%          | 2,500 / 69%          |
| Number and percent of Independent Providers (IPs) who live with the care recipient <sup>(2)</sup>  | --- / ---            | 1,658 / 55%          | 1,362 / 51%            | 1,700 / 53%          | 1,700 / 53%          |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of consumers without caregiver resources who find an IHSS provider through the Public Authority registry                                 | 76%                  | 74%                  | 80%                    | 80%                  | 80%                  |
| Percent of caregiver survey respondents rating services good or better   | 98%                  | 98%                  | 90%                    | 90%                  | 90%                  |
| Average number of days to obtain a match between a caregiver and consumer through PA registry  | 6                    | 6                    | 6                      | 6                    | 6                    |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of consumers indicating the quality of their living situation has improved as a result of services received through the Public Authority | 93%                  | 93%                  | 96%                    | 96%                  | 96%                  |
| Percent of individuals receiving training who indicated useful knowledge gained  | 100%                 | 100%                 | 95%                    | 95%                  | 95%                  |

<sup>(1)</sup> Includes providers, active and on leave, who are relatives of the client. The type of relationship of the provider to the client is further defined and percentages for each category are: spouse (5%), parent of a minor child (6%), parent of an adult child (12%), minor child (<1%), adult child (46%), other relative not clearly defined (30%).

<sup>(2)</sup> Represents recipients with authorized hours (active and on leave) whose address matches the provider's time card.

## IHSS Public Authority (5800B) Resource Allocation Summary

|                    | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|--------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Total Requirements | 16,341,422        | 17,686,656        | 19,777,051         | 18,032,116             | (1,744,935)       | 18,032,116             |
| Total Sources      | 16,341,422        | 17,686,656        | 19,777,051         | 18,032,116             | (1,744,935)       | 18,032,116             |

### Discretionary Net County Cost

The program's FY 2010-11 Recommended Budget contains no Net County Cost, but General Fund support of \$4,487,523 or 24.9% of the total Public Authority program cost is provided in a separate budget unit 6900B, the IHSS program.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increases in Individual Provider hours; and increases in Realignment revenue.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,744,935)     | (1,744,935)    | 0                   | 0        | 0               | 0         |

### FY 2011-12 Program Funding Adjustments

No change.

**IHSS Public Authority (5800B)**  
**IHSS Public Authority Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Use of Money and Property  | 66,783            | (96,880)          |                    |                        |                   |                        |
| Intergovernmental Revenues | 8,220,697         | 9,585,444         | 11,916,885         | 9,850,479              | (2,066,406)       | 9,850,479              |
| Interfund Revenue          | 4,688,600         | 4,700,635         | 4,487,523          | 4,808,994              | 321,471           | 4,808,994              |
| Miscellaneous Revenue      | 515               | 495               |                    |                        |                   |                        |
| <b>Total Revenue</b>       | 12,976,595        | 14,189,693        | 16,404,408         | 14,659,473             | (1,744,935)       | 14,659,473             |
| Fund Balance               | 3,364,826         | 3,496,963         | 3,372,643          | 3,372,643              |                   | 3,372,643              |
| <b>TOTAL SOURCES</b>       | 16,341,421        | 17,686,656        | 19,777,051         | 18,032,116             | (1,744,935)       | 18,032,116             |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits      | 433,710           | 466,451           | 540,348            | 577,141                | 36,793            | 577,141                |
| Services and Supplies      | 2,758,766         | 2,982,882         | 3,116,338          | 3,097,260              | (19,078)          | 3,097,260              |
| Other Charges              | 9,651,982         | 10,864,680        | 12,747,722         | 10,985,072             | (1,762,650)       | 10,985,072             |
| <b>Net Appropriations</b>  | 12,844,458        | 14,314,013        | 16,404,408         | 14,659,473             | (1,744,935)       | 14,659,473             |
| Non-General Fund Reserves  | 3,496,964         | 3,372,643         | 3,372,643          | 3,372,643              |                   | 3,372,643              |
| <b>TOTAL REQUIREMENTS</b>  | 16,341,422        | 17,686,656        | 19,777,051         | 18,032,116             | (1,744,935)       | 18,032,116             |

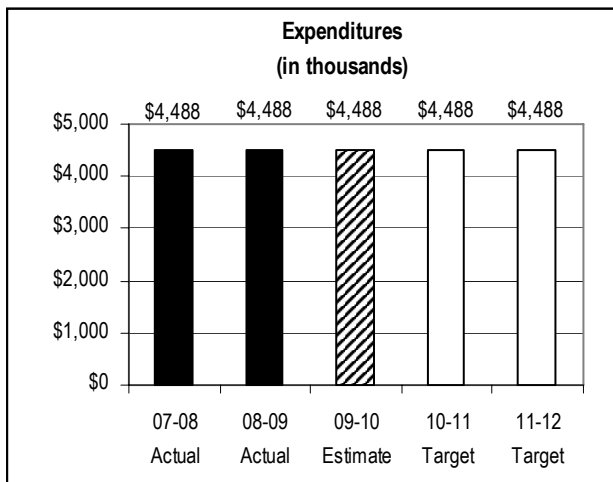
## IHSS Public Authority GF (6900B)

### Budget Unit Locator

- County
  - Healthy Community
    - Aging and Adult Services
      - Conservatorship Program
        - Community-Based Programs
          - IHSS Public Authority
            - ▷ **IHSS Public Authority GF**

### Budget Unit Description

This budget unit contains the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). The Other Charges budgeted in this account is transferred to the Public Authority for IHSS as Interfund Revenue.



### Discretionary Net County Cost

This budget unit is funded 100% by the General Fund, as it represents the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). This amount of \$4,487,523 represents 24.9% of the total requirements for the services provided by the IHSS Public Authority.

### FY 2010-11 Funding Adjustments

No change.

### FY 2011-12 Funding Adjustments

No change.



**IHSS Public Authority GF (6900B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>REQUIREMENTS</b>       |                   |                   |                    |                        |                   |                        |
| Other Charges             | 4,487,523         | 4,487,523         | 4,487,523          | 4,487,523              |                   | 4,487,523              |
| <b>TOTAL REQUIREMENTS</b> | 4,487,523         | 4,487,523         | 4,487,523          | 4,487,523              |                   | 4,487,523              |
| <b>NET COUNTY COST</b>    | 4,487,523         | 4,487,523         | 4,487,523          | 4,487,523              |                   | 4,487,523              |

## Behavioral Health and Recovery Services (6100B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                |                    |                    |                    |                        |                    |                        |
| Use of Money and Property     | 31,372             | 32,355             | 34,016             | 34,016                 |                    | 34,016                 |
| Intergovernmental Revenues    | 70,453,627         | 64,340,181         | 76,318,543         | 64,859,288             | (11,459,255)       | 62,642,227             |
| Charges for Services          | 28,122,299         | 38,187,455         | 33,624,413         | 39,285,411             | 5,660,998          | 39,285,411             |
| Interfund Revenue             | 9,561              |                    |                    |                        |                    |                        |
| Miscellaneous Revenue         | 1,193,159          | 2,305,239          | 1,759,527          | 1,377,061              | (382,466)          | 1,377,061              |
| <b>Total Revenue</b>          | <b>99,810,018</b>  | <b>104,865,230</b> | <b>111,736,499</b> | <b>105,555,776</b>     | <b>(6,180,723)</b> | <b>103,338,715</b>     |
| Fund Balance                  | 7,593,849          | 6,803,670          | 6,975,029          | 6,662,529              | (312,500)          | 6,662,529              |
| <b>TOTAL SOURCES</b>          | <b>107,403,867</b> | <b>111,668,900</b> | <b>118,711,528</b> | <b>112,218,305</b>     | <b>(6,493,223)</b> | <b>110,001,244</b>     |
| <b>REQUIREMENTS</b>           |                    |                    |                    |                        |                    |                        |
| Salaries and Benefits         | 40,266,004         | 42,520,468         | 48,108,345         | 48,532,480             | 424,135            | 49,102,342             |
| Services and Supplies         | 52,427,384         | 54,753,226         | 55,036,381         | 49,443,205             | (5,593,176)        | 46,916,686             |
| Other Charges                 | 28,725,963         | 32,435,000         | 32,223,717         | 30,293,605             | (1,930,112)        | 30,033,201             |
| Other Financing Uses          | 27,226             |                    |                    |                        |                    |                        |
| <b>Gross Appropriations</b>   | <b>121,446,577</b> | <b>129,708,694</b> | <b>135,368,443</b> | <b>128,269,290</b>     | <b>(7,099,153)</b> | <b>126,052,229</b>     |
| Intrafund Transfers           | (3,523,458)        | (2,754,048)        | (2,734,672)        | (3,468,005)            | (733,333)          | (3,468,005)            |
| <b>Net Appropriations</b>     | <b>117,923,119</b> | <b>126,954,646</b> | <b>132,633,771</b> | <b>124,801,285</b>     | <b>(7,832,486)</b> | <b>122,584,224</b>     |
| Contingencies / Dept Reserves | 7,456,200          | 6,522,447          | 6,693,806          | 6,381,306              | (312,500)          | 6,381,306              |
| <b>TOTAL REQUIREMENTS</b>     | <b>125,379,319</b> | <b>133,477,093</b> | <b>139,327,577</b> | <b>131,182,591</b>     | <b>(8,144,986)</b> | <b>128,965,530</b>     |
| <b>NET COUNTY COST</b>        | <b>17,975,452</b>  | <b>21,808,193</b>  | <b>20,616,049</b>  | <b>18,964,286</b>      | <b>(1,651,763)</b> | <b>18,964,286</b>      |
| <b>AUTHORIZED POSITIONS</b>   |                    |                    |                    |                        |                    |                        |
| Salary Resolution             | 412.0              | 412.0              | 403.0              | 392.0                  | (11.0)             | 392.0                  |
| Funded FTE                    | 387.5              | 384.7              | 388.6              | 373.6                  | (14.9)             | 373.6                  |

## Behavioral Health and Recovery Administration (6110P)

### Program Locator

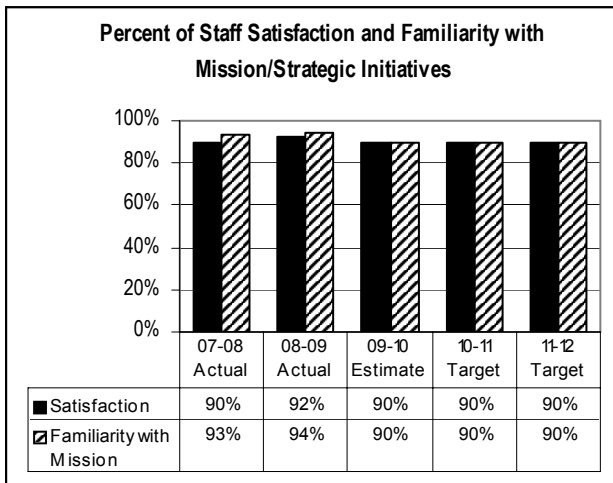
- County
  - Healthy Community
    - Behavioral Health and Recovery Services
      - ▷ **Behavioral Health and Recovery Administration**
        - Mental Health Youth Services
        - Mental Health Adult Services
        - Alcohol and Other Drug Services

local, state, and federal requirements; and provides general administrative support for all BHRS programs including quality improvement, personnel services, budget and finance support, research and evaluation, and contract administration.

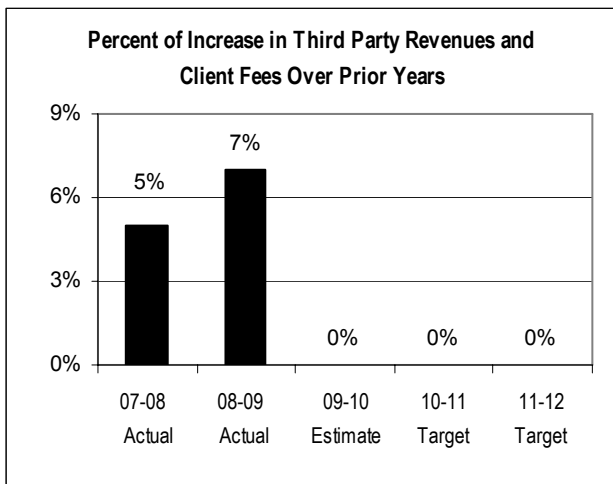
### Services and Accomplishments

Behavioral Health Recovery Services (BHRS) Administration contributes to the Shared Vision of a Healthy Community by 2025 by providing staff and contractors with the resources necessary to carry out the BHRS Division’s mission and ensuring that operations are both efficient and cost-effective. The functional units of BHRS Administration include senior management, quality assurance / quality improvement, fiscal services, management information systems and accounts receivable, managed care operations, personnel, research and evaluation, and contracts. The goals include ensuring that services are: (1) accessible and culturally appropriate, predictable, and perceived as being allocated fairly on the basis of client need; (2) cost effective, financially viable, and less reliant on County General Fund support; (3) in compliance with state and federal Medicaid and other regulations; (4) focused on quality and “best practices;” and (5) accountable through ongoing use of performance indicators and client outcomes. This year, the new combined organization that integrates Mental Health Services and Alcohol and Other Drug (AOD) Services has targeted several goals related to improving services for clients as a result of the reorganization.

### Headline Measures



The following are major accomplishments in the current year:



- Continued implementing the merger of Mental Health Services and AOD into the new BHRS Division of the Health System, aligning the newly restructured Division’s work with a new mission / vision and strategic initiatives, and integrating operations
- Expanded a multiyear, system-wide initiative to establish integrated treatment strategies for people with co-occurring mental health and alcohol and other drug conditions, training 500 staff countywide (including clinical, administrative, community workers, family partners, and supervisors) in motivational interviewing and other techniques and enlisting 38 staff “change agents” to carry out the initiative, including implementation of a welcoming policy across the system and improving the identification of clients who have co-occurring mental health and drug and alcohol problems
- Continued implementation of the Mental Health Services Act (MHSA)-funded expansion of mental health services for seriously mentally ill and emotionally disturbed San Mateo County residents
- Began implementing a new electronic billing and clinical information system in East Palo Alto that will be adopted by all other programs by the end of FY 2010-11
- Expanded existing cultural disparity initiatives (e.g. African American Planning Initiative, Pacific Islander Initiative, Latino

### Program Outcome Statement

Behavioral Health and Recovery Services (BHRS) Administration provides direction and leadership while defining the priorities of Mental Health Youth, Adult and Older Adult Services (MH), and Alcohol and Other Drug (AOD) Services; works collaboratively with all Health System programs, other provider agencies, and contracted vendors to ensure service quality and compliance with

Collaborative, Chinese Planning Initiative, Pride Initiative, and Filipino Mental Health Initiative) that focus on addressing the needs of clients and staff from diverse communities

### Story Behind Performance

The November 2004 passage of the Mental Health Services Act required each county to develop a comprehensive three-year plan for new and expanded mental health services. BHRS received state approval of its plan in March 2006 and began implementing programs in spring 2006. By spring 2007 most new programs were implemented, including: "full service partnership" programs for seriously mentally ill adults, older adults, children / youth, and transition age youth; expanded community-based services; outreach and engagement activities targeting unserved ethnic minority and non-English speaking communities; primary care interface services; school-based services; criminal justice pathways for people with mental illness; a program for peer and parent partner employees to engage and retain clients in treatment; and self-help services. Subsequent state approvals have provided for expansion of these services and initiation of MHPA Prevention and Early Intervention services and training, education and workforce development. A multiyear system redesign and training initiative designed jointly by Mental Health Services and Alcohol and Other Drug Services is expanding the BHRS system's capacity to effectively treat people with complex and co-occurring mental health and drug and alcohol problems. The goals of the BHRS Mental Health Strategic Plan are complementary to the requirements of the MHPA.

Staff satisfaction and familiarity with mission / strategic initiatives have historically been high. It is believed that increased ratings for familiarity with BHRS's mission beginning in FY 2005-06 reflects sustained education of the workforce on key initiatives.

BHRS Administration oversees the preparation and control of the Division's budget. In addition, staff work to maximize the amount of third party revenue and client fees collected in order to maintain the financial viability of all BHRS programs. Federal regulations continue to require "compliance plans" and increased internal monitoring of documentation and billing practices. Billing is blocked for services that do not fully meet documentation standards. Improved compliance as a result of documentation training and quality reviews and expanded participation in the Medicare program as a result of the contract with the Health Plan of San Mateo (HPSM) for the CareAdvantage program contributed to increased revenues in FY 2008-09 and FY 2009-10. Due to budget constraints the Division held positions open for FY 2009-10, which resulted in a decrease in revenues.

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

- To implement budget reductions addressing decreases in the state funding for Medi-Cal funded services, Realignment, and the Mental Health Services Act
- To implement strategic initiatives that promote the integration of Mental Health and Alcohol and Other Drug Services

- To complete a new clinical and billing information system impacting all workflow and requiring all staff to learn new technologies

### Program Objectives

Behavior Health Recovery Services Administration will meet performance targets by doing the following:

#### Achieve a Rating of at Least 90% for Staff Satisfaction and Familiarity with Mission and Strategic Initiatives

- Implement improved communication strategies between management / supervisors and line staff in response to staff satisfaction surveys
- Implement training, education, and workforce development based on the state-approved three-year MHPA plan

#### Maintain Third Party Revenues and Client Fees with No Decrease for FY 2010-11

- Develop new decision support tools for supervisors monitoring staff documentation and other requirements impacting billing
- Continue to monitor staff and provider agency follow-through to maximize third party revenues and ensure clients are enrolled for Medi-Cal, Healthy Families, ACE, CareAdvantage, and Healthy Kids benefits
- Increase utilization review and staff documentation training activities to avoid increased audit disallowances associated with the shift to fee-for-services billing
- Implement new automated information system to support billing processes

#### Improve Business Services Capabilities and Reporting by June 2011

- Complete phased roll-out of the new mental health information system to improve clinical services capacity and ensure compliance with Health Insurance Portability and Accountability Act (HIPAA) and other state and federal requirements
- Provide individual client insurance eligibility information in the new clinical services provider information system to support efforts to improve client insurance enrollment

**Performance Measures Summary Table**

| <b>Performance Measures</b>   | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|---|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>   |                              |                              |                                |                              |                              |
| Number of new or renewed contracts coordinated and administered   | 469                          | 417                          | 400                            | 400                          | 400                          |
| Percentage of clients who are diagnosed with co-occurring disorders (data development)  | ---                          | ---                          | ---                            | ---                          | ---                          |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                              |                              |                                |                              |                              |
| Percent increase in third party revenues and client fees over prior year <sup>(1)</sup>                                       | 5%                           | 7%                           | 0%                             | 0%                           | 0%                           |
| Percent of customer survey respondents (Managed Care Provider) rating services good or better                                 | 90%                          | 94%                          | 90%                            | 90%                          | 90%                          |
| Average number of days to complete contracts development process  | 59                           | 48                           | 60                             | 60                           | 60                           |
| Percentage of strategic initiatives with consumer and family involvement  | ---                          | 86%                          | 90%                            | 90%                          | 90%                          |
| Percent of organizational providers who have completed self assessment of co-occurring capability and identified action plans | ---                          | ---                          | 70%                            | 70%                          | 70%                          |
| Percentage of organizational providers represented in the co-occurring initiative by a change agent                           | ---                          | 75%                          | 90%                            | 90%                          | 90%                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                              |                              |                                |                              |                              |
| Percent of staff who are familiar or very familiar with mission and strategic initiatives                                     | 93%                          | 94%                          | 90%                            | 90%                          | 90%                          |
| Percent of staff who are satisfied or very satisfied  | 90%                          | 92%                          | 90%                            | 90%                          | 90%                          |
| Percent of clinical staff participating in documentation training   | 88%                          | 89%                          | 75%                            | 75%                          | 75%                          |
| Number of clients using language interpreter services   | ---                          | 93                           | 140                            | 150                          | 150                          |

<sup>(1)</sup> In FY 2010-11, state revenue for pharmacy services will be transferred to the Health Plan of San Mateo, along with expenditures for the provision of these services.

## Behavioral Health and Recovery Administration (6110P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 51.0              | 53.0              | 53.0               | 51.0                   | (2.0)             | 51.0                   |
| Funded FTE                | 48.1              | 50.5              | 51.5               | 50.0                   | (1.5)             | 50.0                   |
| <b>Total Requirements</b> | 18,618,116        | 17,509,714        | 21,554,186         | 21,876,613             | 322,427           | 21,654,907             |
| <b>Total Sources</b>      | 29,148,302        | 14,775,163        | 19,987,797         | 20,842,638             | 854,841           | 20,620,932             |
| <b>Net County Cost</b>    | (10,530,185)      | 2,734,551         | 1,566,389          | 1,033,975              | (532,414)         | 1,033,975              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Non-Mandated Services     |                   |                   | 1,566,389          | 1,033,975              | (532,414)         | 1,033,975              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,033,975 or 4.7%, of which 100% is discretionary. This discretionary amount includes outpatient clinics and pharmacy costs for youth and adult mental health services.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reduction in Fund Balance and Reserves for one-time cost of transitioning Managed Care Outpatient Program services; adjustments to Mental Health Services Act (MHSA) Community Services and Supports (CSS), Prevention and Early Intervention (PEI), and Workforce Education and Training (WET) programs; removal of one-time Information Technology (IT) projects; increased Realignment (transferred some funds from Youth and Adult programs while reducing total revenue); adjusted Net County Cost distribution among the various programs based on recent discretionary / mandate analysis; and miscellaneous reductions to meet the Net County Cost reduction target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 854,841         | 804,603        | 0                   | (312,000) | (362,738)       | 0         |

#### 2. Transfer of Representative Payee Program

Behavioral Health and Recovery Services will be transferring the Representative Payee program to Aging and Adult Services in order to consolidate the Representative Payee programs in the Health System. This will allow for improved program management and coordination as all services will be under one division. This program helps Mental Health and Aging and Adult Services clients manage their Social Security Income. Two full-time Fiscal Office Specialists are transferred to Aging and Adult Services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (169,676)      | 0                   | 0        | (169,676)       | (2)       |

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**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 854,841         | 634,927        | 0                   | (312,500) | (532,414)       | (2)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; reductions in Mental Health Service Act Community Service Supports and Prevention and Early Intervention based on FY 2011-12 funding level.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (221,706)       | (221,706)      | 0                   | 0        | 0               | 0         |

## Mental Health Youth Services (6130P)

### Program Locator

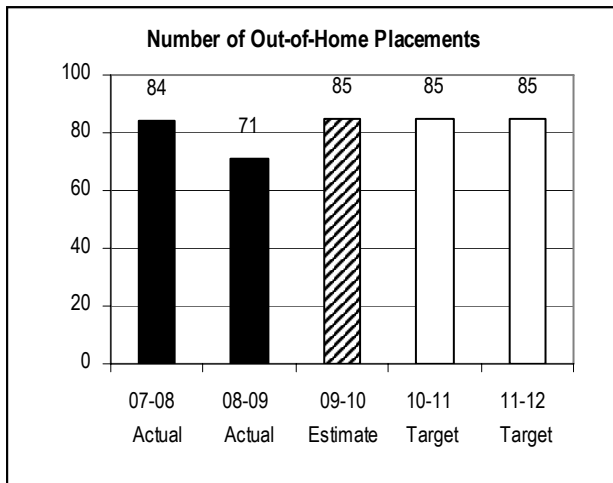
- County
  - Healthy Community
    - Behavioral Health and Recovery Services
      - Behavioral Health and Recovery Administration
        - ▷ **Mental Health Youth Services**
          - Mental Health Adult Services
          - Alcohol and Other Drug Services

families and / or caregivers at all levels of the system helps to achieve these outcomes.

### Services and Accomplishments

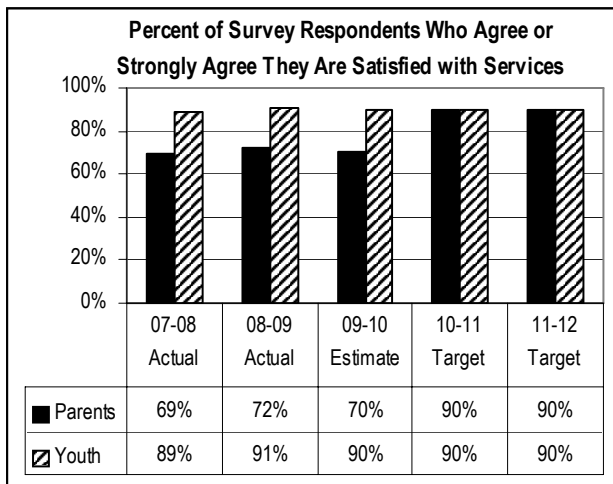
Mental Health Youth Services contributes to the Shared Vision of a Healthy Community by 2025 by providing the support necessary to maintain youth in the community through comprehensive mental health services in County clinics, schools, the Youth Services Center, and clients' homes; and by contracting with agencies and individual professionals to provide specialized mental health services that meet the needs of youth who are placed out-of-county. These services are provided with a focus on cultural competence and family involvement. Youth Services continues to partner successfully with Juvenile Probation, the Human Services Agency (HSA) Child Welfare Services program, other Health System programs, and schools to ensure effective collaboration in providing services to youth and their families.

### Headline Measures



The following are major accomplishments in the current year:

- Implemented, in partnership with contractor, three new full service partnership programs (FSP). The FSP programs are serving 20 children and families each at the central and south clinic sites, and school-based servers, and are addressing foster youth placements out-of-county
- Established a TAY Drop in Center for transition-aged youth in San Bruno through an augmented partnership with an FSP services contractor; established a second drop-in center in San Carlos for children ages 6-16 years old
- Expanded implementation of family partners program and established new leadership in this effort
- Participated in Mental Health Service Act planning process for Planning and Early Intervention services with key stakeholders, resulting in a plan that was submitted to and approved by the state
- Collaborated with Golden Gate Regional Center in implementation of monthly youth case conferences to improve service delivery for clients dually diagnosed as developmentally disabled and emotionally disturbed



### Program Outcome Statement

Mental Health Youth Services provides a wide range of child- and family-focused mental health and therapeutic support services to children, adolescents, and their families in collaboration with caregivers, schools, other agencies, and the community in order to promote individual and family strengths, maintain youth in their homes and schools, and ensure mental health, well-being, and safety for those youth and families served. The involvement of

### Story Behind Baseline Performance

Decreasing the number of youth in out-of-home placements at the group home level and maintaining these youth in the community with their parents and caregivers is an important goal for the program. Staff continue to provide intensive, community-based services as an alternative to residential placement through programs such as the FSP with referrals made by Juvenile Probation, Child Welfare, Mental Health Youth Services, and other providers. These collaborative programs, in addition to providing an array of community-based, family-centered services, have contributed to a 39% reduction in out-of-home placements at the group home level over a three-year period. Many of the new programs and expansion of existing programs have the goal of maintaining youth in the



community and preventing incarceration at YSC or out-of-home placement in group homes. Customer satisfaction is indicated by the percent of survey respondents (youth and parents) who agree or strongly agree that they are satisfied with services. The state-mandated tool for measuring satisfaction is used to collect data twice yearly for two 2-week periods. This collection method yields point-in-time data but does not provide long-term data representing client satisfaction. The two-year customer satisfaction targets have been set at 90% for both parents and youth, which exceeds the countywide standard of 75%.

In FY 2007-08 implementation of TPS (Teaching Prosocial Skills), a second evidence-based practice, began in two of the Division's regional outpatient clinics, two of the Therapeutic Day School (adolescent day treatment) sites, two schools receiving services from Family Resource Center staff, and at the YSC. During FY 2009-10 select clinicians participated in a train-the-trainer program to facilitate further implementation of this evidence-based practice.

The Canyon Oaks Youth Center (COYC) continues to provide intensive residential services to San Mateo County youth ages 12 to 18. The primary goal of COYC is to stabilize and return youth to the community or provide them with a lower level of care within the shortest possible time. COYC has served 69 youth and their families as of January 29, 2010, with an average length of stay of nine months.

The Partners for Safe and Healthy Children (PSHC) program continues to provide comprehensive, community-based services. PSHC is a collaborative effort of the Health System and HSA to provide assessment, treatment, and intervention services for children up to five years old and their parents / caregivers who have open or voluntary cases with Child Welfare. PSHC has proven a very successful collaborative partnership in serving these children who are at risk of future abuse and neglect. Comprehensive mental health, public health, and alcohol and drug services are provided to these families while maintaining ongoing contact with child welfare workers and the Juvenile Court. During FY 2008-09, approximately 136 children and their families were referred to PSHC by HSA Child Welfare Services. There is continuous, ongoing collaboration among staff in the Health System and HSA to ensure the successful outcome of maintaining the safety of these vulnerable children. In addition to PSHC, child abuse treatment services continue to be provided to children ages 6-17 who are open or voluntary cases with Child Welfare and their families. In FY 2008-09, 91 clients were referred for these services. The contracted providers of these services were selected by a Request for Proposals process.

AB 3632 mental health services mandated to special education youth continue to be provided per a child's Individual Education Plan. The State Departments of Mental Health and Education are providing a Memorandum of Understanding (MOU) template that is to be signed by each county and County Office of Education in order to ensure continued availability of federal special education funding as well as state General Funding for this program. A Central Assessment Team (CAT) conducts all AB 3632 assessments, with the goals of ensuring adherence to timelines, provision of consistent

assessments, and facilitating timely access to services to both consumers and education staff. In FY 2008-09, 235 children were referred for AB 3632 assessment.

Major efforts have taken place to implement Mental Health Services Act (MHSA)-funded services, including the development and implementation of significant new services. Full Service Partnership (FSP) services provide intensive community-based case management services to 80 unserved or underserved youth (ages 5-16) and transition-age youth (TAY) (ages 16-25). The contractor provider of these services was selected through a Request for Proposals (RFP) process. A supported housing service provides supported housing units to 20 TAY who are receiving services from the FSP. In addition, supported education services are available for all TAY in the FSP. In May 2007 a TAY drop-in center opened in San Bruno to provide an array of services for young adults. The FSP has 80 enrollees, which is full capacity for these services.

Ongoing collaboration with Juvenile Probation has enabled services to be provided at the Youth Services Center (YSC). An array of comprehensive mental health services continues to be provided to youth who are involved or at risk of involvement with the juvenile justice system. Staff provide intensive mental health services to youth at the Margaret J. Kemp Girls Camp. The Girls Camp is a 30-bed facility specifically designed for adolescent females who are wards of the Juvenile Court.

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

- To implement budget reductions to address decreases in the state funding (MHSA, Realignment) and Net County Cost
- To implement new and expanded services through resources provided by the MHSA to improve the Youth and Youth to Adult Systems of Care, especially the Full Service Partnership (FSP) for highest risk youth and Transition-Age Youth
- To implement MHSA Prevention and Early Intervention service that include more effective outreach strategies to unserved ethnic / linguistic populations, and to engage and retain these clients in new MHSA-funded services

#### **Program Objectives**

The Mental Health Youth Services program will meet performance targets by doing the following:

##### Maintain Out-Of-Home Placements at 85 or Less

- Shorten the length of stay in group home placements through placement of Seriously Emotionally Disturbed (SED) youth at CYOC
- Fully implement FSP programs as an alternative to placement or shortened length of stay for Juvenile Probation- or Child Welfare-involved youth

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

- Centralize access processes and expand communication, thereby increasing parent understanding of available services
- Sustain access to services through restructuring geographic access and language capabilities

- Increase youth and family involvement in planning and service delivery at all levels of care

Increase Client Insurance Enrollment by 75% by June 2011

- Maximize Medi-Cal, Healthy Families, and Healthy Kids healthcare insurance coverage for youth services through comprehensive financial screening of all youth and partnership with the Children's Health Initiative program to conduct further outreach in the community

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of clients served:   |                      |                      |                        |                      |                      |
| - Intensive   | 1,138                | 1,007                | 1,110                  | 1,100                | 1,100                |
| - Outpatient  | 2,220                | 2,122                | 2,250                  | 2,250                | 2,250                |
| Number of new clients served  | 1,419                | 1,448                | 697                    | 650                  | 650                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of survey respondents who agree or strongly agree that they are satisfied with services received:   |                      |                      |                        |                      |                      |
| - Parents   | 69%                  | 72%                  | 70%                    | 90%                  | 90%                  |
| - Youth   | 89%                  | 91%                  | 90%                    | 90%                  | 90%                  |
| Percent of survey respondents who agree or strongly agree that the client is better at handling daily life:   |                      |                      |                        |                      |                      |
| - Parents   | 73%                  | 73%                  | 75%                    | 75%                  | 75%                  |
| - Youth   | 90%                  | 90%                  | 88%                    | 75%                  | 75%                  |
| Implementation of nationally recognized clinical Evidence-Based Practices   | 1                    | 0                    | 1                      | 1                    | 1                    |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Average monthly census of out-of-home placements at the group home level Countywide by Mental Health, Probation, and Human Services Agency  | 84                   | 71                   | 85                     | 85                   | 85                   |
| Average monthly census of out-of-home placements at the group home level by Mental Health Youth Services  | 9                    | 9                    | 10                     | 10                   | 10                   |
| Percent of transitional-age youth enrolled in the FSP who are engaged in an educational program including but not restricted to high school, GED preparation, adult education, vocational training or college study | ---                  | 75%                  | 65%                    | 65%                  | 65%                  |

## Mental Health Youth Services (6130P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 169.0             | 168.0             | 161.0              | 157.0                  | (4.0)             | 157.0                  |
| Funded FTE                | 161.9             | 158.1             | 158.8              | 149.6                  | (9.2)             | 149.6                  |
| <b>Total Requirements</b> | 25,039,602        | 27,362,868        | 31,246,393         | 30,617,629             | (628,764)         | 29,509,099             |
| <b>Total Sources</b>      | 15,780,629        | 22,267,385        | 27,490,737         | 25,225,624             | (2,265,113)       | 24,117,094             |
| <b>Net County Cost</b>    | 9,258,973         | 5,095,483         | 3,755,656          | 5,392,005              | 1,636,349         | 5,392,005              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| State EPSDT Match         |                   |                   | 145,000            | 145,000                |                   | 145,000                |
| Non-Mandated Services     |                   |                   | 3,610,656          | 5,247,005              | 1,636,349         | 5,247,005              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,392,005 or 17.6%, of which \$5,247,005 or 97.3% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Mental Health / Probation services at the Youth Services Center, Pre-To-Three program, Daly City Youth Health Center, Edgewood Child Abuse Collaborative Program and contribution to the Out of Home Placement budget.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; adjustments to Mental Health Services Act (MHSA) Community Services and Supports (CSS) and Prevention and Early Intervention (PEI) based on approved funds; increased reimbursement (Intrafund Transfers) for WrapAround program based on projected client placements in lower levels of care; reduction in Realignment; various reductions to meet budget reductions target; and adjusted Net County Cost distribution based on recent discretionary / mandate analysis.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,303,788)     | 83,031         | (635,855)           | 0        | 1,750,964       | (3)       |

#### 2. Workforce Reduction to Meet Budget Target

A vacant full-time Psychiatric Social Worker II has been deleted to meet budget targets and a vacant part-time Community Worker II is converted to full-time to better align the position with program services levels. Medi-Cal Administrative Activities (MAA) reimbursement revenue has been increased which will partially offset the Community Worker position.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 38,675          | (75,940)       | 0                   | 0        | (114,615)       | (1)       |

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**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,265,113)     | 7,091          | (635,855)           | 0        | 1,636,349       | (4)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; reductions in Mental Health Service Act Community Service Supports and Prevention and Early Intervention based on FY 2011-12 funding level.

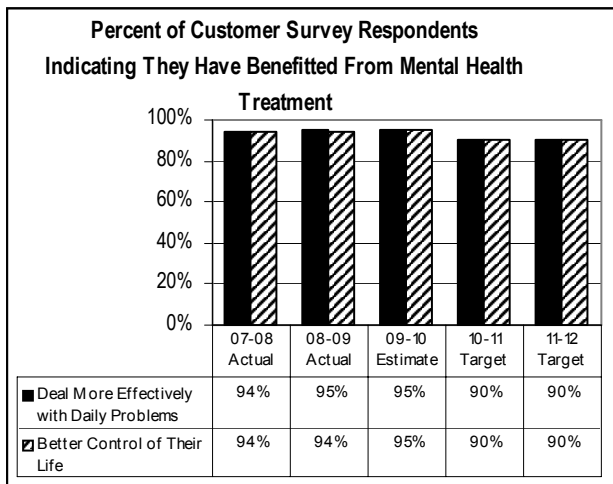
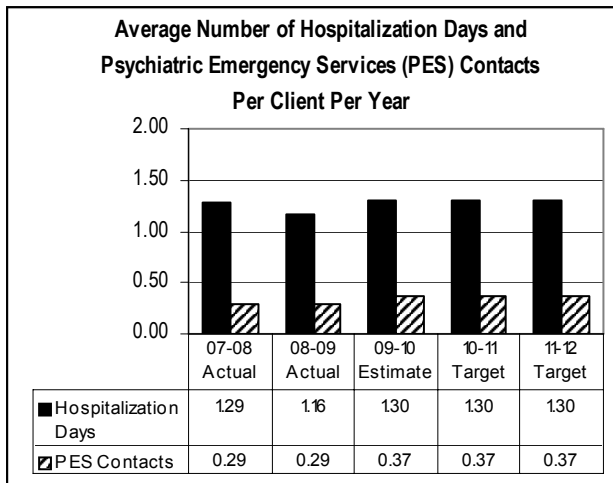
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,108,530)     | (1,108,530)    | 0                   | 0        | 0               | 0         |

## Mental Health Adult Services (6140P)

### Program Locator

- County
  - Healthy Community
    - Behavioral Health and Recovery Services
      - Behavioral Health and Recovery Administration
      - Mental Health Youth Services
      - ▷ **Mental Health Adult Services**
        - Alcohol and Other Drug Services

### Headline Measures



### Program Outcome Statement

Mental Health Adult Services, in partnership with community-based organizations, provides a continuum of services and support to seriously mentally ill San Mateo County residents 18 years and older, focusing on each individual's strengths. The overriding goals of this program are individual recovery, improved well-being and overall quality of life, and independent living in the community.

### Services and Accomplishments

Mental Health Adult Services, including adult and older adult services, contribute to the Shared Vision of a Healthy Community by 2025 by providing a continuum of services based upon client need. Outpatient services for lower acuity clients include outreach, individual and group therapy, case management, supported housing, rehabilitation, supported education, supported employment, medication management, and peer support. Services for high acuity clients include Full Service Partnership (FSP), intensive case management, Psychiatric Emergency Services (PES), hospital inpatient, and other locked facility services.

The following are major accomplishments in the current year:

- Continued to expand and develop multiple levels of care for the older adult population served by the Oasis adult system of care
- Released a Request for Proposals (RFP) for an Adult Full Service Partnership program. Caminar and Telecare were selected and will increase the County's ability to serve 30 more clients at the FSP level
- Continued the collaborative partnership between Courts, Probation, District Attorney, Private Defender's Office, Sheriff's Office, Correctional Health, and Behavioral Health and Recovery Services through the Pathways Program. Pathways provides an alternate path through the criminal justice system for clients with serious mental health illnesses, and currently is implementing additional collaboration with Criminal Justice departments to enhance the ability to deal with MIST and Murphy clients (those that are incompetent to stand trial)
- Implemented the "Paving the Way" initiative which integrated consumers into the workforce
- Trained 17 clinical staff (throughout system) in WRAP (Wellness and Recovery Action Plan) model. The clinicians use the WRAP model with clients when developing their service plan, thus enabling the client to be active and engaged in his/her recovery goals
- Opened Cedar Street (a 20 unit housing project), developed through the Mental Health Services Act (MSHA) Housing Resources in partnership with the Department of Housing

### Story Behind Baseline Performance

Psychiatric inpatient hospitalization and Psychiatric Emergency Services (PES) represent the highest cost services along the continuum of care for seriously mentally ill adults and older adults. The more financial resources are devoted to high cost services, the fewer resources are available for community-based services that promote client self-sufficiency, wellness, and recovery. The goal is that neither psychiatric inpatient days nor PES utilization will increase by a statistically significant amount during future measurement periods. This measure tracks the average usage of inpatient days and PES visits by clients in the system, expressed in "hospitalization rate" and "PES rate" per client. In tandem, these measures provide a view of system effectiveness at the client level.

Mental Health Adult Services, in cooperation with San Mateo Medical Center (SMMC) staff, has made a concerted effort to examine the effectiveness of diversion and discharge planning services for PES and psychiatric inpatient treatment services. Efforts have included redirection of resource management staff to provide an intensive linkage with PES. This linkage assists in diverting PES clients from hospital admissions and assists with hospital discharges, thereby decreasing overall institutional placements. This has produced improvements in the use of inpatient services, including shorter lengths of stay, and an increase in bed availability. Clients with multiple hospitalizations are also being linked to treatment and case management services in order to decrease subsequent hospitalizations.

Consumer and family member participation will continue to be expanded in program development and service delivery as the program works toward a client-directed system of care. There are two processes that will be used to assess consumer satisfaction and feedback: (1) ongoing monitoring of the state-mandated Mental Health Statistics Improvement Program (MHSIP); and (2) direct feedback from consumer and family member focus groups. Customer satisfaction regarding access to and satisfaction with mental health services exceeds 90% for both measures. In addition, MHSIP focuses on the beneficial impact mental health treatment is having on customers by asking survey respondents if they agree with two outcome statements describing the results of the services they received: "I deal more effectively with daily problems" and "I am better able to control my life." Positive responses are currently 95% for both measures. For consumer feedback, regional focus groups were conducted asking three basic questions of consumers, family members and staff: "What helps?"; "What doesn't?"; and "What would be better?" The tabulated responses will be used by a task force to guide recommendations toward improving the overall satisfaction and implementation of wellness and recovery-based services. Responses will also be used as a source document for MHSA planning efforts.

Two efforts continue to enhance the ability of law enforcement to serve mental health consumers. Law enforcement agencies and mental health professionals are collaborating to provide law enforcement personnel with Crisis Intervention Training (CIT). Training focuses on mental health issues and how mental health services are provided in San Mateo County. Mental Health Adult Services has also convened a Field Crisis Consultation Committee. With representation from local police departments, the Sheriff's Office, Parole and Probation Departments, the District Attorney's Office, consumer and family advocates, and mental health providers, this committee focuses on problematic cases in order to provide systemic solutions. This collaboration with law enforcement has brought about a Mental Health / Criminal Justice "pathway" to ensure that, when appropriate, people receive mental health services and placement rather than being incarcerated. A committee was created to review clients mentally incompetent to stand trial on a monthly basis and determine the best collaborative course of action.

Major efforts have taken place to implement Mental Health Services Act (MHSA)-funded services. This has included the development and implementation of significant new services. One is a nationally recognized Evidence-Based Practice (EBP) to provide intensive community-based case management services to 105 unserved or underserved mentally ill adult and older adult clients. A new supported housing service provides housing units to individuals who are receiving intensive case management services. Another EBP is a co-occurring practice model with the use of a trauma treatment model called "Seeking Safety."

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

- To implement budget reductions; to address decreases in the state match for Medi-Cal funded services
- To provide services to consumers in the least restrictive treatment levels by using intensive case management services
- To implement Mental Health Services Act funded housing development component

**Program Objectives**

Adult Mental Health Services will meet performance targets by doing the following:

Maintain an Average Acute Hospitalization Rate of 1.30 Days per Year per Client and an Average PES Rate of 0.37 Days per Year per Client

- Continue to conduct a retrospective review of Treatment Authorization Requests (TARS) for private psychiatric hospital use by Medi-Cal clients
- Continue to work with private hospital staff to ensure timely discharges and appropriate placements
- Collaborate with San Mateo Medical Center and Health System partners to create alternative levels of care and to decrease patient days that do not meet criteria for acute hospital payments (Administrative Days)

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to use MHSIP data to improve the service delivery system
- Identify and implement strategies to continue development of a consumer-family-directed system of care

All Contractors Providing Full Service Partnership Services Will Implement a Standardized Utilization Review Process by June 2011

- Roll out utilization management process to contractors in a series of trainings

130 Clients Will Complete Wellness and Recovery Action Plans (WRAP) by June 2011

- Continue to provide intensive WRAP training to core group of staff in the train-the-trainer model
- Continue WRAP groups

**Performance Measures Summary Table**

| <b>Performance Measures</b>   | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|---|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>   |                              |                              |                                |                              |                              |
| Number of clients served:   |                              |                              |                                |                              |                              |
| - Intensive level of service  | 2,249                        | 2,347                        | 2,596                          | 2,656                        | 2,656                        |
| - Outpatient level of service   | 8,174                        | 8,834                        | 7,980                          | 7,480                        | 7,480                        |
| - IMD (subacute) placements   | 183                          | 199                          | 180                            | 164                          | 164                          |
| Number of new clients served  | 2,332                        | 2,905                        | 2,500                          | 2,000                        | 2,000                        |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                              |                              |                                |                              |                              |
| Percent of customer survey respondents rating services good or better                               | 93%                          | 94%                          | 94%                            | 90%                          | 90%                          |
| Percent of customer survey respondents rating access to mental health services good or better       | 94%                          | 95%                          | 94%                            | 90%                          | 90%                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                              |                              |                                |                              |                              |
| Hospitalization rate—average number of days hospitalized per client                                 | 1.29                         | 1.16                         | 1.30                           | 1.30                         | 1.30                         |
| Psychiatric Emergency Services (PES) rate—average number of face-to-face contacts per client        | 0.29                         | 0.29                         | 0.37                           | 0.37                         | 0.37                         |
| Percent of customer survey respondents indicating they have benefited from mental health treatment: |                              |                              |                                |                              |                              |
| - Able to deal more effectively with daily problems   | 94%                          | 95%                          | 95%                            | 90%                          | 90%                          |
| - Better able to control their life   | 94%                          | 94%                          | 95%                            | 90%                          | 90%                          |
| Implementation of nationally recognized clinical Evidence-Based Practices                           | 1                            | 1                            | 1                              | 1                            | 1                            |
| Number of clients with five or more inpatient stays   | 10                           | 11                           | 5                              | 9                            | 9                            |



## Mental Health Adult Services (6140P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 160.0             | 159.0             | 158.0              | 155.0                  | (3.0)             | 155.0                  |
| Funded FTE                | 147.0             | 146.0             | 148.3              | 146.5                  | (1.8)             | 146.5                  |
| <b>Total Requirements</b> | 64,754,849        | 71,984,911        | 69,123,377         | 62,019,327             | (7,104,050)       | 61,354,210             |
| <b>Total Sources</b>      | 49,587,485        | 63,331,064        | 59,168,183         | 54,497,847             | (4,670,336)       | 53,832,730             |
| <b>Net County Cost</b>    | 15,167,364        | 8,653,848         | 9,955,194          | 7,521,480              | (2,433,714)       | 7,521,480              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Federal Grants Match      |                   |                   | 42,950             | 42,950                 |                   | 42,950                 |
| Realignment MOE           |                   |                   | 1,477,507          | 1,477,507              |                   | 1,477,507              |
| Proposition 172 MOE       |                   |                   | 1,296,887          |                        | (1,296,887)       |                        |
| SB855 Payments (DSH)      |                   |                   | 2,982,402          |                        | (2,982,402)       |                        |
| Mandated Services         |                   |                   |                    | 1,040,815              | 1,040,815         | 1,040,815              |
| Non-Mandated Services     |                   |                   | 4,155,448          | 4,960,208              | 804,760           | 4,960,208              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,521,480 or 12.1%, of which \$4,960,208 or 65.9% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include pharmacy costs for non-Medi-Cal clients, psychiatric care at San Mateo Medical Center for indigent and non-target populations, and geriatric client care placements at Institutes for Mental Health Disease (IMD).

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; adjustments to Mental Health Services Act (MHSA) Community Services and Supports (CSS) and Prevention and Early Intervention (PEI) based on FY 2010-11 approved funds; eliminated state General Fund and Federal Financial Participation (FFP) revenues for Pharmacy and Laboratory programs that will move to Health Plan of San Mateo; reduced MedImpact contract and other costs related to the Pharmacy program; reduction in Realignment; adjusted Net County Cost distribution across program levels based on recent discretionary / mandate analysis; and miscellaneous reductions to meet the Net County Cost reduction target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (4,670,336)     | (4,959,102)    | 10,000              | 0        | (278,766)       | 4         |

**2. Transfer of Correctional Mental Health Staffing and Program Expenditures to Correctional Health Services**

One filled Adult Psychiatrist and one half-time filled Marriage and Family Therapist II and other costs related to correctional mental health are being transferred to Correctional Health. These staff have been reporting through Correctional Health management and this move more accurately reflects the costs in the appropriate program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (1,498,958)    | 0                   | 0        | (1,498,958)     | (2)       |

**3. Workforce Reduction to Meet Budget Target**

Four vacant positions are deleted: one full-time Patient Services Assistant II, one full-time Unclassified Marriage and Family Therapist II, one part-time Psychologist II and one part-time Psychiatric Social Worker II. In addition, hours are reduced for one vacant full-time unclassified Psychiatric Resident, one filled full-time Adult Psychiatrist and one filled full-time Supervising Adult Psychiatrist to meet Net County Cost target. Approximately 145 fewer clients will be served in County health clinics as a result of these position cuts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (617,298)      | 0                   | 0        | (617,298)       | (4)       |

**4. Staffing Adjustment**

A vacant part-time Community Worker II is deleted. The position's duties will be combined with a part-time Community Worker II position in the Youth Program, which is being converted to full-time. This change will better align staffing resources with program service level needs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (38,692)       | 0                   | 0        | (38,692)        | (1)       |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (4,670,336)     | (7,114,050)    | 10,000              | 0        | (2,433,714)     | (3)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; reductions in Mental Health Service Act Community Service Supports and Prevention and Early Intervention based on FY 2011-12 funding level.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (665,117)       | (665,117)      | 0                   | 0        | 0               | 0         |

## Alcohol and Other Drug Services (6170P)

### Program Locator

- County
  - Healthy Community
    - Behavioral Health and Recovery Services
      - Behavioral Health and Recovery Administration
      - Mental Health Youth Services
      - Mental Health Adult Services
- ▷ **Alcohol and Other Drug Services**

support community partnerships that can reduce the use, abuse, and impact of alcohol and other drug related problems in their communities.

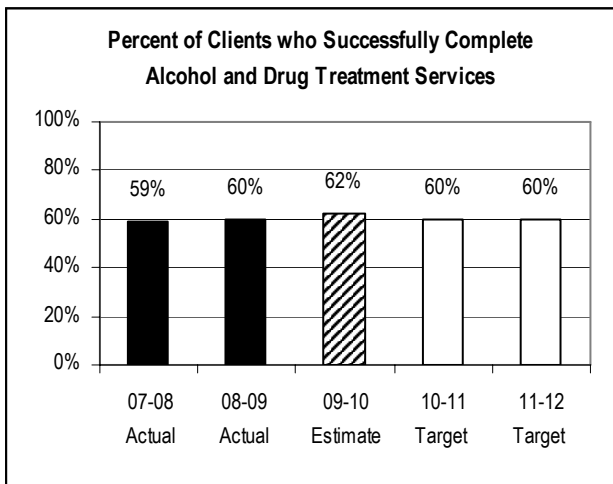
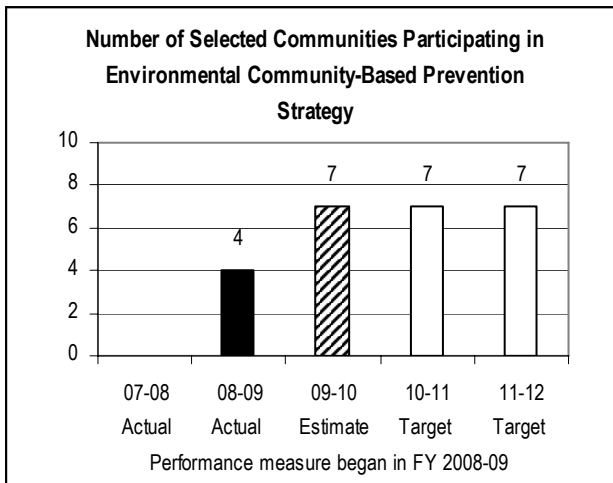
### Services and Accomplishments

Alcohol and Other Drug Services (AOD) contributes to the Shared Vision of a Healthy Community by 2025 by supporting community-based alcohol and other drug prevention and treatment services to reduce the negative impacts of substance use and abuse.

The following are major accomplishments in the current year:

- Implemented a supportive housing assistance program for individuals completing primary treatment services and those with high levels of AOD related emergency room visits. Stable housing and supportive services has been provided for 26 individuals, resulting in reduced emergency room visits
- Successfully fostered and implemented seven community-based prevention partnerships across San Mateo County
- In collaboration with the San Mateo Medical Center, began implementation of a brief screening and treatment intervention with patients at risk of substance abuse problems being seen in the primary care setting
- Integrated billing functions within Behavioral Health Recovery Services to allow for AOD staff to secure Medi-Cal reimbursement for a range of clinical and administrative functions
- Successfully implemented the Re-Entry Initiative in partnership with stakeholders, creating a successful re-entry program for County jail inmates

### Headline Measures



### Program Outcome Statement

Alcohol and Other Drug Services (AOD) provides prevention and treatment services to families with young children, adults in the criminal justice system returning to the community, youth, and homeless families and individuals. The goals for treatment services are to enable clients to attain sobriety and recovery, stability in housing and with finances, and to be engaged in pro-social community relationships. For prevention services, the goals are to

### Story Behind Performance

Following adoption of *Strategic Directions 2010* by the Board of Supervisors in November 2006, several service redesign efforts were initiated. Prevention strategies shifted to supporting community-based partnerships that focus on environmental and policy strategies. Each partnership, comprised of key stakeholder groups, is responsible for aligning with other related efforts and for working on long-term sustainability. Community-based prevention partnerships have been established in Daly City / Pacifica, East Daly City / Bayshore, East Palo Alto, La Honda / Pescadero, Half Moon Bay, North Central San Mateo, and Redwood City / North Fair Oaks.

Implementation of the strategic plan continues with a focus on serving four specific target populations: individuals returning to communities from the criminal justice system, homeless individuals, families with children under age six, and youth in or returning to the community from institutional care. Commencing in FY 2009-10 and continuing through FY 2010-11 standards of care for treatment that identify required evidence-based practices will be implemented. The incorporation of these standards will significantly enhance the quality of treatment services provided by all contract providers.

Treatment services continue the shift from an “acute care” model, in which clients receive services for a prescribed discrete treatment period, to a “continuing care and support” model which requires longer-term recovery management and support based upon client need. A pilot project with the Women’s Recovery Association to provide long-term recovery support was expanded in FY 2009-10 and is yielding positive results. This change reflects the latest research that identifies addiction as a chronic relapsing disease. Policies were adopted and implemented by all providers that alter the way persons who relapse while in treatment are managed. Those who receive or could benefit from narcotic replacement therapy are integrated within other treatment modalities. Past practices for persons who relapsed often resulted in discharge from treatment. The new policies require that each provider under such a circumstance ensure the client receives the appropriate level of care.

Healthcare reform and parity legislation provide opportunities for early intervention and treatment services to be offered to residents within the medical setting. Implementation of treatment standards of care will better position community-based substance abuse treatment providers to access resources to meet the treatment needs of a larger population within the County.

A partnership with the San Mateo Medical Center has been established to increase early identification of substance use problems in primary care. Individuals are screened by medical staff to identify those with or at-risk of substance use-related problems. AOD staff identify the severity of substance use and the appropriate level of intervention. A brief intervention or brief treatment is provided. Those needing more intensive services are motivated and referred to appropriate treatment services available in a community setting.

Integrating AOD services into Behavioral Health and Recovery Services continues to offer opportunities for improving client care through enhanced coordination and revenue generating activities. The re-design of system-wide entry to establish a seamless, timely, culturally-competent and client-centered entry to services through appropriate screening, assessment and treatment referral will be a priority for FY 2010-11. Integration of services also allows AOD to access Medi-Cal reimbursement for Medical administrative and clinical activities.

Sixty percent of clients successfully complete alcohol and drug treatment services. The number of clients entering treatment is projected to decline for FY 2010-1 due to the elimination of Proposition 36 funding, County funding reductions, and uncertainty regarding state funding.

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

- To implement new standards of care for treatment services
- To expand provider capability to work with individuals with co-occurring disorders
- To maximize opportunities for the County and providers resulting from parity legislation and health care reform

**Program Objectives**

Alcohol and Other Drug Services will meet performance targets by doing the following:

Achieve a Rate of 60% or Better for Clients Successfully Completing Alcohol and Drug Treatment Services

- Expand a formal quality improvement process for each provider and the system at-large
- Refine access protocols for each priority population
- Coordinate client transfers and engagement from detox to treatment
- Expand provider capability to work with individuals with co-occurring mental health disorders

Implement a Continuing Care and Recovery Pilot Project

- Expand pilot project to 20 clients
- Evaluate the efficacy of the pilot project

Continue the Implementation Phase of Community Prevention Partnerships

- Expand the “learning” collaborative among partnerships to include other prevention initiatives such as the Mental Health Services Act (MHSA)
- Incorporate the Behavioral Health and Recovery Services Prevention Framework in the work of community partnerships

Implement Treatment Standards of Care for 75% of Treatment Providers

- Implement new standards of care within provider contracts
- Provide on-site training and technical assistance
- Monitor for compliance and quality improvement

Implement a Client-based Advocacy and Support System

- Provide technical assistance to support creation of a non-profit organization
- Improve engagement of clients and families into community level recovery supports

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of clients entering treatment:  |                      |                      |                        |                      |                      |
| - Number of times clients enter treatment  | 4,848                | 4,775                | 4,000                  | 3,420                | 3,220                |
| - Unduplicated individuals served  | 3,521                | 3,413                | 3,250                  | 2,900                | 2,725                |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Number of selected communities participating in environmental community-based prevention strategy <sup>(1)</sup> | ---                  | 4                    | 7                      | 7                    | 7                    |
| Number of clients receiving continuous care and support services <sup>(1)</sup>                                  | ---                  | 12                   | 8                      | 20                   | 20                   |
| Percent of clients referred to a treatment program who are subsequently admitted                                 | 80%                  | 88%                  | 86%                    | 70%                  | 70%                  |
| Percent of clients retained in treatment at least 30 days from admission   | 76%                  | 81%                  | 84%                    | 84%                  | 84%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of clients who successfully complete alcohol and drug treatment services                                 | 59%                  | 60%                  | 62%                    | 60%                  | 60%                  |

<sup>(1)</sup> Performance measure was added in FY 2008-09.

### **Alcohol and Other Drug Services (6170P) Resource Allocation Summary**

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>     | 32.0              | 32.0              | 31.0               | 29.0                   | (2.0)             | 29.0                   |
| <b>Funded FTE</b>            | 30.5              | 30.1              | 30.0               | 27.5                   | (2.5)             | 27.5                   |
| <b>Total Requirements</b>    | 16,966,752        | 16,619,600        | 17,403,621         | 16,669,022             | (734,599)         | 16,447,314             |
| <b>Total Sources</b>         | 12,887,451        | 11,295,289        | 12,064,811         | 11,652,196             | (412,615)         | 11,430,488             |
| <b>Net County Cost</b>       | 4,079,301         | 5,324,312         | 5,338,810          | 5,016,826              | (321,984)         | 5,016,826              |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>Federal Grants Match</b>  |                   |                   | 30,105             | 30,105                 |                   | 30,105                 |
| <b>State Grants Match</b>    |                   |                   | 189,498            | 145,578                | (43,920)          | 145,578                |
| <b>Non-Mandated Services</b> |                   |                   | 5,119,207          | 4,841,143              | (278,064)         | 4,841,143              |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,016,826 or 30.1%, of which \$4,841,143 or 96.5% is discretionary. This discretionary amount represents patient services, including primary prevention, residential treatment and ancillary support services.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; adjustments to contracts and other costs associated with new revenues through the Justice Assistance Grant (JAG) and the Reentry grant; increase in Mental Health Services Act (MHSA) funding for positions and contracts (Community Services and Supports and Prevention and Early Intervention); increased reimbursement (Intrafund Transfers) for the Reentry grant; and miscellaneous reductions to meet the Net County Cost reduction target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 934,909         | 720,403        | (107,478)           | 0        | (321,984)       | (1)       |

#### 2. Elimination of Substance Abuse and Crime Prevention Act (Proposition 36) and Offender Treatment Program

The Proposition 36 program has been eliminated. This program expired in FY 2008-09 however, some treatment services continued and were funded with other sources through June 30, 2010. In addition, the Offender Treatment Program ends June 30, 2010. Expenditures for this program have also been eliminated. The loss of funding results in reductions in treatment services and Probation staff costs, and a deletion of one filled full-time Case Management / Assessment Specialist.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,347,524)     | (1,347,524)    | 0                   | 0        | 0               | (1)       |

#### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (412,615)       | (627,121)      | (107,478)           | 0        | (321,984)       | (2)       |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; reductions in Mental Health Service Act Community Service Supports and Prevention and Early Intervention based on FY 2011-12 funding level.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (221,708)       | (221,708)      | 0                   | 0        | 0               | 0         |

**Community Health (6200B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 1,374,679         | 1,482,008         | 1,613,054          | 1,509,170              | (103,884)         | 1,509,170              |
| Fines, Forfeitures and Penalties | 275,315           | 618,648           | 689,354            | 715,953                | 26,599            | 715,953                |
| Intergovernmental Revenues       | 16,683,869        | 15,790,557        | 15,880,937         | 15,359,656             | (521,281)         | 15,077,118             |
| Charges for Services             | 10,087,246        | 10,449,844        | 10,800,104         | 13,125,086             | 2,324,982         | 13,243,247             |
| Interfund Revenue                | 579,471           | 596,832           | 563,390            | 598,000                | 34,610            | 598,000                |
| Miscellaneous Revenue            | 2,378,091         | 1,408,657         | 5,121,933          | 5,106,140              | (15,793)          | 5,106,140              |
| Other Financing Sources          | 35,430            | 42,474            | 76,795             |                        | (76,795)          |                        |
| <b>Total Revenue</b>             | <b>31,414,101</b> | <b>30,389,020</b> | <b>34,745,567</b>  | <b>36,414,005</b>      | <b>1,668,438</b>  | <b>36,249,628</b>      |
| Fund Balance                     | 5,082,601         | 4,275,138         | 4,360,522          | 4,274,335              | (86,187)          | 3,795,667              |
| <b>TOTAL SOURCES</b>             | <b>36,496,702</b> | <b>34,664,158</b> | <b>39,106,089</b>  | <b>40,688,340</b>      | <b>1,582,251</b>  | <b>40,045,295</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 22,384,158        | 22,241,734        | 23,857,276         | 25,383,167             | 1,525,891         | 25,593,952             |
| Services and Supplies            | 13,345,975        | 12,362,280        | 18,149,629         | 16,514,877             | (1,634,752)       | 16,466,133             |
| Other Charges                    | 3,834,705         | 3,518,864         | 3,254,371          | 3,052,044              | (202,327)         | 3,016,245              |
| Fixed Assets                     | 141,640           |                   | 24,250             | 718,642                | 694,392           |                        |
| Other Financing Uses             | 178,877           |                   |                    | 42,564                 | 42,564            |                        |
| <b>Gross Appropriations</b>      | <b>39,885,355</b> | <b>38,122,878</b> | <b>45,285,526</b>  | <b>45,711,294</b>      | <b>425,768</b>    | <b>45,076,330</b>      |
| Intrafund Transfers              | (1,999,245)       | (1,923,524)       | (4,281,816)        | (3,234,897)            | 1,046,919         | (3,242,978)            |
| <b>Net Appropriations</b>        | <b>37,886,111</b> | <b>36,199,355</b> | <b>41,003,710</b>  | <b>42,476,397</b>      | <b>1,472,687</b>  | <b>41,833,352</b>      |
| Contingencies / Dept Reserves    | 3,308,827         | 3,032,567         | 3,973,040          | 3,494,372              | (478,668)         | 3,494,372              |
| <b>TOTAL REQUIREMENTS</b>        | <b>41,194,938</b> | <b>39,231,922</b> | <b>44,976,750</b>  | <b>45,970,769</b>      | <b>994,019</b>    | <b>45,327,724</b>      |
| <b>NET COUNTY COST</b>           | <b>4,698,236</b>  | <b>4,567,763</b>  | <b>5,870,661</b>   | <b>5,282,429</b>       | <b>(588,232)</b>  | <b>5,282,429</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 205.0             | 201.0             | 178.0              | 177.0                  | (1.0)             | 177.0                  |
| Funded FTE                       | 204.3             | 197.2             | 176.0              | 173.4                  | (2.6)             | 173.4                  |

## Community Health Administration (6210P)

### Program Locator

- County
  - Healthy Community
    - Community Health
      - ▷ **Community Health Administration**
        - Public Health
        - Chronic Disease and Injury Prevention
        - Environmental Health Services
        - Emergency Medical Services GF

### Services and Accomplishments

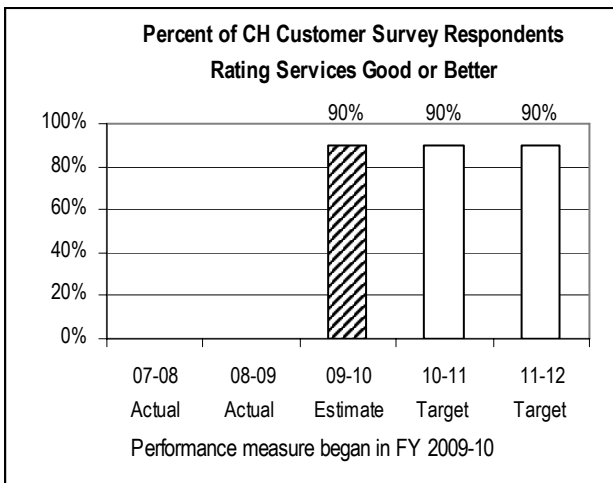
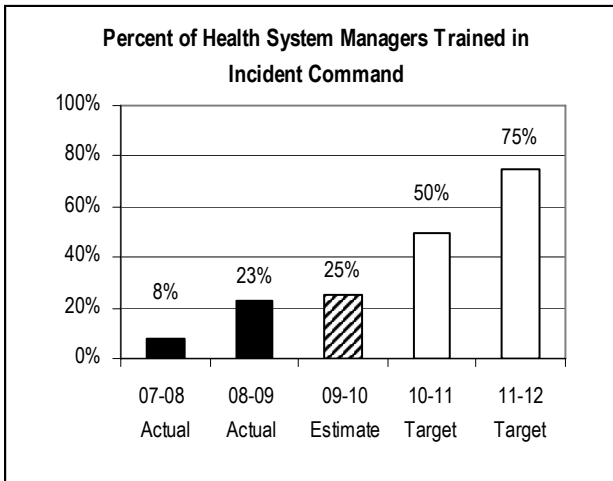
Community Health Administration contributes to the Shared Vision of a Healthy Community by 2025 by providing staff and contractors with the resources necessary to carry out the Community Health Division’s mission and ensuring that operations are both efficient and cost-effective.

The functional units of Community Health Administration include financial, business and support services, information systems services, accounts receivable, personnel, payroll and contracts. The goals include ensuring that services are: accessible and culturally appropriate, predictable, and perceived as being allocated fairly on the basis of client need; cost effective, financially viable, and less reliant on County General Fund support; in compliance with state and federal statutes and other regulations; focused on quality and “best practices;” and accountable through ongoing use of performance indicators and client outcomes.

The following are major accomplishments in the current year:

- Recruited and successfully hired an Assistant Public Health Laboratory Director and an Emergency Medical Services Director, both mission critical management positions
- Selected to receive \$282,000 in federal earmark funding for the design phase of a new Public Health Laboratory
- Assisted with ordering and distribution of the H1N1 vaccines along with outreach to the community and response through laboratory testing, epidemiology, vaccine clinics, storage and public information
- In collaboration with the Behavioral Health and Recovery Services (BHRS) Pacific Islander Initiative, began implementation of the Mana Project at San Mateo High School to improve academic achievement, cultural pride, problem-solving, and leadership skills among Pacific Islander students
- Partnered with County Sheriff, District Attorney, local law enforcement and California Highway Patrol to negotiate a new phlebotomy contract that includes the ability to draw blood samples for DUI evidences in non-vehicle related incidents

### Headline Measures



### Program Outcome Statement

Community Health Administration endeavors to build a healthy community and increase the longevity and quality of people’s lives by protecting the public health of all residents and the environment. This is accomplished by providing general administrative support and aligning the mission and services of the population-based programs in the Division.

### Story Behind Performance

The work across health functions and the re organizational effort implemented in 2008 was conducted in the context of: a) demographic changes affecting the composition of the target community served over the next twenty years; b) increasing prevalence of chronic diseases which reflect persistent health disparities by income and ethnicity; c) a growing number of County residents without health insurance; d) continued escalation in healthcare costs; e) reductions in key health revenue sources such as Medi-Cal; f) a need to balance current needs that exceed available resources with the legitimate needs of future populations; and g) even stronger research and practical evidence about the need to align the population health and delivery system responsibilities in an integrated, long-term manner.



Concentrating on community preparedness, Community Health will strive to ensure management throughout the Health System is trained in Incident Command System (ICS) to respond to the community's needs in times of disaster.

Community Health will continue to remain focused on how well the residents of the County view the services provided by the Division. This year 90% of clients responding to program surveys are expected to rate services good or better. Survey responses will offer important data when analyzing how well essential public health services are provided.

The newly implemented organizational structure supports the belief that a unified health agenda will best address the community health challenges and opportunities that will be faced in the next several years. The County's health responsibilities include both public health functions aimed at protecting the health of the entire County population and healthcare delivery system functions oriented toward serving targeted vulnerable populations.

The creation of the Community Health Division, with its mix of regulatory functions and clinical services, is aimed at protecting and promoting public health, integrating core population-focused health services, and meeting the reorganization goal both short- and long-term in directing mission and services to be aligned more closely.

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

- To maintain the ability to actively provide the essential public health services given the current economic and budget climate
- To maintain an adequate level of staffing to prevent the outbreak of disease in the community
- To work with the County Public Safety Communications and ambulance contractor to procure a new computer-aided dispatch system that has the ability to meet the current and future needs of the Emergency Medical Services program objectives

**Program Objectives**

Community Health Administration will meet performance targets by doing the following:

Increase by 25% the Number of Health System Managers Trained in ICS 300 and 400

- Continue to work with the Sheriff's Office of Emergency Services to provide mission-critical ICS training to managers in the Health System
- Continue to use the Disaster Response Coordinating Committee to train and prepare more Health System managers to lead the response to all hazards events such as earthquakes, heat, and bioterrorism
- Continue to provide disaster drills so managers can maintain their incident management skills

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to respond to clients and customers within 24 hours of contact with Division staff
- Continue to provide linguistic access and culturally appropriate services to the community

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of service contacts  | ---                  | 542,880              | 600,000                | 600,000              | 600,000              |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of Community Health customer survey respondents rating services good or better    | ---                  | ---                  | 90%                    | 90%                  | 90%                  |
| Percent of Health System managers trained in Incident Command                             | 8%                   | 23%                  | 25%                    | 50%                  | 75%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of staff who are familiar or very familiar with mission and strategic initiatives | ---                  | ---                  | 90%                    | 90%                  | 90%                  |

**Community Health Administration (6210P)  
Resource Allocation Summary**

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>     | 13.0              | 13.0              | 13.0               | 10.0                   | (3.0)             | 10.0                   |
| <b>Funded FTE</b>            | 12.7              | 13.0              | 13.0               | 9.9                    | (3.1)             | 9.9                    |
| <b>Total Requirements</b>    | 3,281,240         | 2,753,320         | 3,376,227          | 2,615,167              | (761,060)         | 2,615,167              |
| <b>Total Sources</b>         | 7,219,202         | 5,805,990         | 1,647,694          | 1,662,014              | 14,320            | 1,183,346              |
| <b>Net County Cost</b>       | (3,937,961)       | (3,052,670)       | 1,728,533          | 953,153                | (775,380)         | 1,431,821              |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>State Grants Match</b>    |                   |                   | 40,000             | 47,160                 | 7,160             | 47,160                 |
| <b>Realignment MOE</b>       |                   |                   | 953,945            | 905,993                | (47,952)          | 953,945                |
| <b>Non-Mandated Services</b> |                   |                   | 734,588            |                        | (734,588)         | 430,716                |

**Discretionary Net County Cost**

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$953,153 or 36.4%, of which \$0 is discretionary. Mandated costs are the Medi-Cal Administrative Activities match and the Realignment Maintenance of Effort.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; and decreased reimbursement (Intrafund Transfers) for services provided to other divisions within the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 14,320          | (222,440)      | 20,463              | 0        | (216,297)       | (2)       |

### 2. Public Health Laboratory Design

One-time funding has been appropriated to fund a contract with the Department of Public Works and a contract with an architectural firm to design a new Public Health Laboratory. The existing Lab is inadequately sized and needs to expand substantially in order to continue to meet its current testing requirements, protocols and policies. In addition, anticipated future growth and new programs create increased need for space. The cost of the design is partially offset by the use of Reserves and the remainder with a federal grant. Expenditures for the project as well as the federal grant revenue is included in Public Health (6220P).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 0              | 0                   | (478,668) | (478,668)       | 0         |

### 3. Workforce Reduction to Meet Budget Target

One filled Fiscal Office Specialist II position has been deleted. Recent utilization of technological solutions have reduced the workload for this position, and the remaining work will be redistributed to other staff within the unit. This position was fully funded with General Funds. The savings will partially offset reductions in General Funds. The incumbent has been transferred to a vacant position in another division of the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (80,415)       | 0                   | 0        | (80,415)        | (1)       |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 14,320          | (302,855)      | 20,463              | (478,668) | (775,380)       | (3)       |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance. Fund Balance has been reduced to offset prior year reduction in Reserves. The positive Net County Cost in this Program is offset by a negative Net County Cost in Public Health (6220P).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (478,668)       | 0              | 0                   | 0        | 478,668         | 0         |

## Public Health (6220P)

### Program Locator

- County
  - Healthy Community
    - Community Health
      - Community Health Administration
        - ▷ **Public Health**
          - Chronic Disease and Injury Prevention
          - Environmental Health Services
          - Emergency Medical Services GF

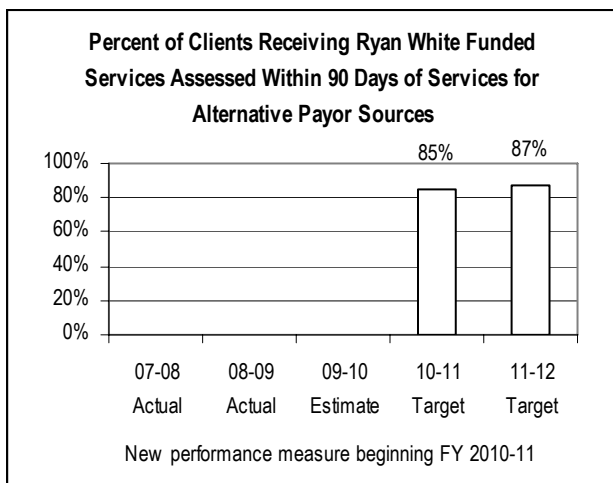
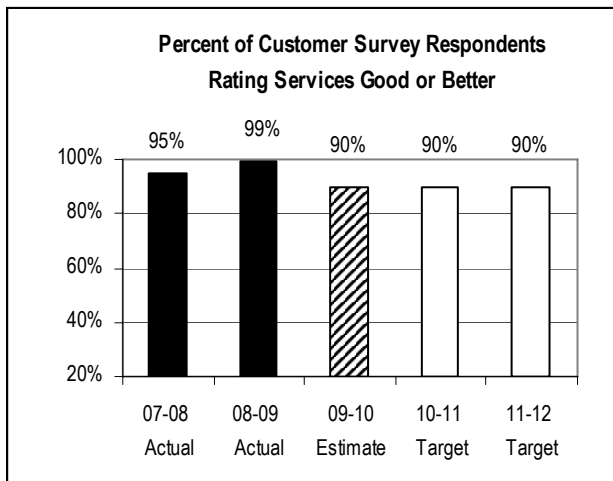
### Services and Accomplishments

Public Health contributes to the Shared Vision of a Healthy Community by 2025 by monitoring, treating, and preventing communicable diseases and other health threats within the community. Public Health manages programs that provide surveillance and multidisciplinary services to individuals and communities in San Mateo County, focusing on community groups and individuals affected by or vulnerable to communicable or chronic diseases or conditions. Public Health monitors; detects, investigates, and responds; informs and educates; mobilizes partnerships; develops policies; enforces public health laws; links community members to care; assures a competent workforce; evaluates programs; and contributes to the public health evidence base. Programs include Communicable Diseases (CD); Sexually Transmitted Diseases (STD) / HIV (AIDS Program); STD Control; Public Health Laboratory; Vital Statistics; STD, HIV, Infectious Disease, and Mobile Clinics; Disaster Preparedness; UC Coop Extension; and Animal Control and Licensing.

The following are major accomplishments in the current year:

- One of three counties selected to develop and participate in a pilot program to transition to web-based Confidential Morbidity Report system to maintain and improve computerized datasets for disease control efforts, analysis, and reporting
- Completed implementation of AIDS Regional Information and Evaluation System (ARIES) database and automated CD4 and viral load reporting
- Assisted with ordering and distribution of the H1N1 vaccines along with outreach to the community and response through laboratory testing, epidemiology, vaccine clinics, storage, antiviral, and public information
- Improved Mass Prophylaxis / Cities Readiness Initiative bioterrorism response plan in partnership with 300 community participants during Silver Dragon training exercise
- Worked in partnership with the San Mateo Medical Center to implement the Electronic Death Registry System (EDRS) into their death reporting process. This accomplishes the goal of having a fully electronic death reporting system in all of the hospitals in the County

### Headline Measures



### Program Outcome Statement

Public Health investigates and analyzes communicable diseases and other health problems, using those results to work with community partners in developing policies and programs and to ensure that control, treatment, and prevention measures are taken in order to prevent disease and protect community health in San Mateo County.

### Story Behind Baseline Performance

Public Health Programs provide direct service including medical treatment, case management and social services, health and prevention outreach, home visits to assist TB patients and their families, investigation, and counseling and screening for a variety of communicable and other diseases. Prevention activities include one-on-one prevention, school-based interventions, and communitywide prevention and preparation efforts. Each program has a number of unique goals, many of which are mandated by state or federal law, that include performance measures focusing on prevention or treatment of diseases and promotion of healthy practices.

Staff continues to move toward becoming more knowledgeable and proficient in cultural competency skills for public health professionals as outlined by the Council on Linkages between Academia and Public Health Practice.

Public Health Programs continue to enhance disaster response capabilities through ongoing staff trainings, exercises, and responses to real events.

An important indicator of service efficiency and quality is customer satisfaction, which was rated at 99% in the most recent survey.

A new important indicator of funding efficiencies the Public Health Program will begin monitoring in FY 2010-11 is the percent of clients receiving Ryan White Funded services assessed for services with the first 90 days for alternative payor sources, with a target goal of 90%.

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

- To provide adequate chronic disease, TB, STD / HIV control, care, and prevention services within San Mateo County with reduced state and local funding, infrastructure, and resources including fewer staff
- To continue planning, preparation, and training for public health emergencies such as pandemic influenza, seasonal influenza, norovirus, pertussis, and bioterrorism and chemical agents
- To secure funding for the construction of a new Public Health Laboratory

**Program Objectives**

Public Health will meet performance targets by doing the following:

Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Distribute surveys to clients contacted by Public Health staff and analyze results by unit to determine need for program changes or improvement
- Continue to conduct staff development activities to ensure effectiveness of reorganization, including development of policies and procedures that are consistent across program lines, identification of staff development needs, and implementation of appropriate training programs

Continue Planning and Preparation for Pandemic influenza, H1N1 and other CD Emergencies

- Continue to develop and refine pandemic influenza plans prepared by community partners—schools, vulnerable populations, businesses, and cities—and address gaps in the response process identified during previous pandemic influenza exercises
- Continue to improve the internal pandemic influenza, H1N1 and other health alert response plan
- Continue to improve the bioterrorism surveillance and mass prophylaxis response plans and outreach to the community
- Continue collaborative regional planning with Bay Area local health jurisdictions to ensure unified emergency responses to pandemic influenza and bioterrorism

- Continue to develop alternate care site plans for pandemic influenza, H1N1, and other communicable diseases
- Conduct additional emergency planning exercises to sustain the preparedness of the community
- Continue to state the public message of how to stay healthy, care for individuals at home during an influenza or H1N1 pandemic, and sustain continuity of care for individuals who usually receive care at facilities
- Communicate regularly with the public on Public Health alert levels in the state and County

Improve Efficiency and Use of Services

- Develop and transition to web-based Confidential Morbidity Report using CalREDIE database, to maintain and improve computerized datasets for disease control efforts, analysis, and reporting
- Continue to implement automated, cost effective processes in the Office of Vital Statistics producing a streamlined system for reporting and day-to-day application processing

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of clients served by selected programs:   |                      |                      |                        |                      |                      |
| - AIDS Program Clinical Services   | 553                  | 522                  | 550                    | 550                  | 550                  |
| - Mobile Clinic Clinical Services  | 4,776                | 3,256                | 3,600                  | 3,600                | 3,600                |
| - STD Control  | 2,159                | 1,593                | 1,000                  | 1,000                | 1,000                |
| - TB Control   | 588                  | 2,000                | 2,568                  | 2,500                | 2,500                |
| - Vital Statistics (births and deaths)   | ---                  | 40,817               | 40,000                 | 40,000               | 40,000               |
| Number of Laboratory Tests   | 47,858               | 68,913               | 50,000                 | 50,000               | 50,000               |
| Number of CD Outbreaks   | 24                   | 41                   | 30                     | 30                   | 30                   |
| Number of first responders and citizens participating in Public Health bioterrorism, pandemic flu, and / or biological agents emergency preparedness exercises | 4,047                | 2,779                | 3,412                  | 3,412                | 2,000                |
| Number of animal licenses issued   | 27,221               | 28,242               | 32,000                 | 32,950               | 34,597               |
| Number of service contacts   | 273,121              | 273,575              | 283,000                | 283,000              | 284,000              |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better  | 95%                  | 99%                  | 90%                    | 90%                  | 90%                  |
| Percentage of Public Health Laboratory proficiency tests rated good / acceptable   | ---                  | 92%                  | 90%                    | 90%                  | 90%                  |
| Clients receiving Ryan White funded services assessed within the first 90 days of services for alternative payor sources <sup>(1)</sup>                        | ---                  | ---                  | ---                    | 85%                  | 87%                  |
| Clients will return an equal number of syringes as they receive <sup>(1)</sup>   | ---                  | ---                  | ---                    | 65%                  | 65%                  |
| Patients at residential treatment facilities who have received a TB skin test planted, will have test read within 72 hours <sup>(1)</sup>                      | ---                  | ---                  | ---                    | 80%                  | 83%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Patients with HIV who receive primary medical care through Public Health will have a HIV viral load of <50   | 63%                  | ---                  | ---                    | 75%                  | 75%                  |
| Women with positive Chlamydia tests through our STD Clinic will receive treatment within 30 days of specimen collection <sup>(1)</sup>                         | ---                  | ---                  | ---                    | 70%                  | 75%                  |

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Clients who receive a positive confirmatory HIV test will be linked to primary HIV medical care <sup>(1)</sup> | ---                  | ---                  | ---                    | 80%                  | 80%                  |

(1) Performance measure added in FY 2010-11.

## Public Health (6220P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 105.0             | 100.0             | 83.0               | 85.0                   | 2.0               | 85.0                   |
| Funded FTE                | 105.0             | 96.6              | 80.8               | 81.8                   | 1.0               | 81.8                   |
| <b>Total Requirements</b> | 20,948,609        | 20,469,466        | 20,779,831         | 21,906,206             | 1,126,375         | 21,150,031             |
| <b>Total Sources</b>      | 14,083,938        | 13,954,449        | 17,814,230         | 17,900,753             | 86,523            | 17,623,246             |
| <b>Net County Cost</b>    | 6,864,671         | 6,515,017         | 2,965,601          | 4,005,453              | 1,039,852         | 3,526,785              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| State Grants Match        |                   |                   | 58,535             | 36,348                 | (22,187)          | 36,348                 |
| Realignment MOE           |                   |                   |                    | 47,952                 | 47,952            |                        |
| Animal Control JPA        |                   |                   | 300,695            | 300,695                |                   | 300,695                |
| Mandated Services         |                   |                   | 1,634,333          | 2,874,962              | 1,240,629         | 2,444,246              |
| Non-Mandated Services     |                   |                   | 972,038            | 745,496                | (226,542)         | 745,496                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,005,453 or 18.3%, of which \$755,720 or 18.9% is discretionary. This discretionary amount includes services provided by Edison Clinic, Mobile Clinic, STD Clinic and the UC Co-operative Extension.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; reductions in state Realignment; and decreased reimbursement (Intrafund Transfers) for services provided to other divisions within the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (315,946)       | 349,237        | 278,939             | 0        | 944,122         | 2         |

## 2. Public Health Laboratory Design

One-time funding has been appropriated to fund a contract with the Department of Public Works and a contract with an architectural firm to design a new Public Health Laboratory. The existing Lab is inadequately sized and needs to expand substantially in order to continue to meet its current testing requirements, protocols and policies. In addition, anticipated future growth and new programs create increased need for space. The cost of the design contracts are partially offset with federal grant funding and the remainder is funded by the use of Reserves which is shown in Community Health Administration (6210P).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 282,538         | 761,206        | 0                   | 0        | 478,668         | 0         |

## 3. Workforce Reduction to Meet Budget Target

One filled Staff Physician position has been deleted and one filled Deputy Health Officer management position has been reduced to half-time. The Staff Physician deletion reduces support of countywide health initiatives such as childhood obesity, youth asset development and chronic disease prevention. The reduction of the Deputy Health Officer to half-time decreases support to the County Health Officer, support to Health Diversity Initiative and the health education staff; and reduces time available to advise the Epidemiologists, and time available as liaison to the Latino Community and as principal investigator on various key Health System grants. Both positions are funded with a combination of General Funds and state Realignment. The saving will partially offset reductions in both funding sources. The incumbent in the filled Staff Physician position has been transferred to a vacant Staff Physician position in another division in the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (382,938)      | 0                   | 0        | (382,938)       | (1)       |

## 4. State Program to Fund an Assistant Public Health Laboratory Director

One Assistant Public Health Laboratory Director—Unclassified position has been added. Public Health will provide training to one Public Health Laboratory Director candidate for two years to help the doctoral level candidate complete the two-year public health laboratory supervision experience pre-requisite for a public health laboratory directorship, and if necessary, help prepare the candidate for the qualifying Board exam. This position is fully funded by the state and will be eliminated in two years at the end of the funding period.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 119,931         | 119,931        | 0                   | 0        | 0               | 1         |

## 5. STD / HIV Program Workforce Adjustment

One filled Physician Assistant position has been transferred from the San Mateo Medical Center (SMMC). The increased cost is fully offset by the deletion of one filled Social Worker position and a decrease in payments made by Public Health to SMMC. Prior to the transfer, Public Health paid SMMC for part of the Physician Assistant's time. The Physician Assistant provides treatment and medication adherence, and pharmacologic education to patients. This change will result in a reduction in case management and other support services to patients, while maintaining the same level and frequency of primary medical care to patients, even with recent increases in patient population. The incumbent in the filled Social Worker position has been transferred to a vacant position in another division in the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 156,783        | 0                   | 0        | 156,783         | 1         |
| 0               | (156,783)      | 0                   | 0        | (156,783)       | (1)       |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 86,523          | 847,436        | 278,939             | 0        | 1,039,852       | 2         |



## **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

### **6. Adjustments to Provide Current Level of Services**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time revenue and appropriations for the Public Health Laboratory design project; reductions in contracts, Extra Help and overtime costs; and increases in reimbursements (Intrafund Transfers) between PH programs to more accurately align revenue and expenditures. The negative Net County Cost change in this Program is offset by a positive Net County Cost change in Community Health Administration (6210P).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (277,507)       | (748,094)      | (8,081)             | 0        | (478,668)       | 0         |

## Chronic Disease and Injury Prevention (6230P)

### Program Locator

- County
  - Healthy Community
    - Community Health
      - Community Health Administration
        - Public Health
          - ▷ **Chronic Disease and Injury Prevention**
            - Environmental Health Services
            - Emergency Medical Services GF

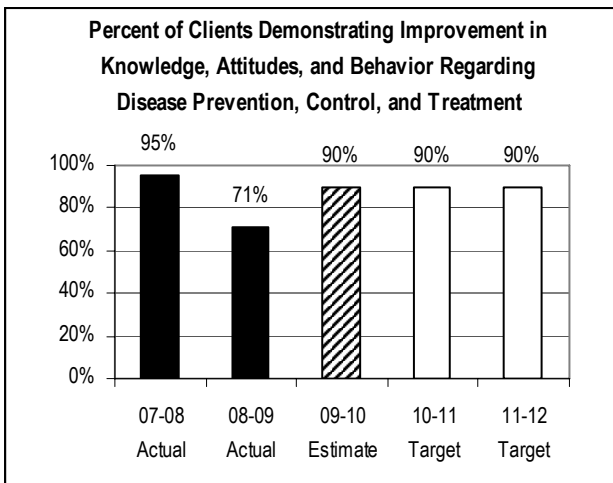
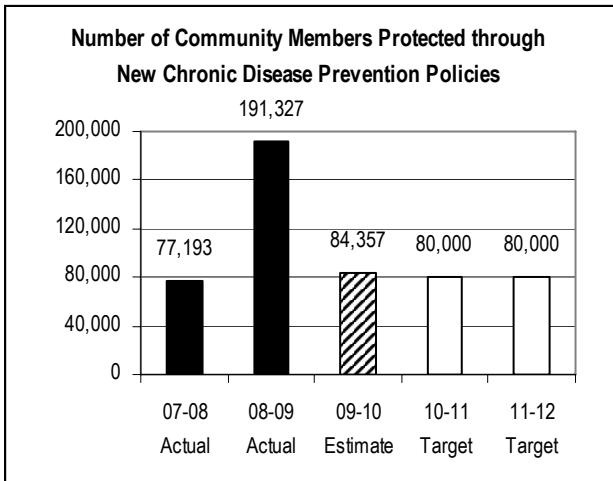
### Services and Accomplishments

Chronic Disease and Injury Prevention (CDIP) contributes to the Shared Vision of a Healthy Community by 2025 by providing access to preventive health education and helping vulnerable populations achieve a better quality of life within the community. CDIP focuses on communities that are affected by or vulnerable to chronic conditions and injuries. CDIP manages the Tobacco Prevention Program (TPP), the Chronic Disease Prevention Program, and Injury Prevention. The Community Liaisons Project convenes Health System representatives who serve as partners to a regional community collaborative in keeping the department up to date on community priority issues, coordinating information to community partners, and sharing community resources. Staff resource allocations from the Health System are being evaluated by Community Health leadership to maximize the time spent with community partners. A comprehensive strategic plan was developed that included activities for addressing the primary, secondary, and tertiary prevention of chronic conditions as well as the role to be played by engaging Health System divisions in program planning, implementation, and evaluation.

The following are major accomplishments in the current year:

- With guidance from the Tobacco Education Coalition, completed the Communities of Excellence community assessment process to develop the 2010-2013 scope of work for the Tobacco Prevention Program
- Worked with staff from each division to explore opportunities for integration of chronic disease prevention messages into existing programs
- Actively participated in a regional effort to develop and implement an internal assessment tool for use by the divisions in the Health System in addressing health disparities
- In collaboration with the Behavioral Health and Recovery Services (BHRS) Pacific Islander Initiative, began implementation of the Mana Project at San Mateo High School to improve academic achievement, cultural pride, problem-solving, and leadership skills among Pacific Islander students
- Coordinated a community social marketing campaign to promote H1N1 vaccine among the low-uptake communities: African American, Latinos, and Pacific Islanders

### Headline Measures



### Program Outcome Statement

Chronic Disease and Injury Prevention conducts community health promotion efforts to prevent chronic disease and injuries in an effort to protect the health and well-being of San Mateo County residents.

### Story Behind Performance

Tobacco use accounts for about 20% of all deaths in San Mateo County and is the most preventable cause of death and disease in the County. The work of the Tobacco Prevention Program, in concert with other tobacco control efforts in California, has contributed to the decrease in mortality rates due to heart disease, cancer, and lung disease. The TPP works with the Tobacco Education Coalition to minimize the impact of tobacco use through the development, support, and implementation of policies that protect community members from the hazards of tobacco. The major focus of the TPP's work will continue to focus on limiting youth access to tobacco,

reducing youth exposure to pro-tobacco messages in film, establishing smoke-free events and venues, and building community capacity to conduct tobacco prevention efforts.

Chronic Disease and Injury Prevention (CDIP) developed program plans to engage school settings, employer groups, and community partners in promoting tobacco prevention, nutrition, and physical activity. As CDIP completed its strategic plan, performance measures were revised to focus on policy change and changes in knowledge, attitudes and behaviors (KAB). In FY 2009-10, over 84,000 community members were protected, indicating the success of CDIP programs and policies in reducing tobacco usage and improving nutrition and physical activity outcomes for the community, including: (1) implementing community norm change through the TPP, leading to significant decreases in deaths due to heart disease, cancer, and other tobacco related diseases; (2) reduction of intentional and unintentional injury rates; (3) decrease in avoidable hospitalizations due to chronic diseases; and (4) elimination of the disparities in late stage cancer diagnoses.

CDIP conducts six annual surveys that measure how participants view the effects of CDIP services upon their lives towards preventing chronic diseases and engaging in healthy behaviors. In the most recent surveys, 90% of clients reported that their Knowledge, Attitudes, and Behavior (KAB) has changed or will change as a result of services received.

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

- To implement a comprehensive CDIP program and public health education with reduced resources
- To continue to develop a CDIP program that interfaces with existing efforts in other programs
- To integrate injury and violence prevention into CDIP and other health promotion efforts within the Health System

**Program Objectives**

Chronic Disease and Injury Prevention will meet performance targets by doing the following:

Continue Implementation of a Multi-year Comprehensive Strategic Plan to Prevent Chronic Diseases and Intentional / Unintentional Injuries

- Implement strategic plan for Community Liaisons Project participants and other community partners
- Meet with key stakeholders within the Health System and community to discuss priority issues and strategies

Achieve a 90% Rate of Clients Demonstrating Improvement in Knowledge, Attitudes, and Behavior (KAB) Regarding CDIP Programs

- Assess and update the Public Health KAB survey instrument
- Distribute surveys to appropriate client / contact populations
- Analyze survey results by program to determine need for improvements or adjustments

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Distribute the Cares survey to all clients contacted by CDIP staff

- Analyze survey results by program to determine need for improvements or adjustments
- Conduct staff development activities to ensure effectiveness in program delivery

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of new tobacco prevention or chronic disease prevention related policies that have been implemented                                    | 4                    | 11                   | 2                      | 2                    | 2                    |
| Number of educational presentations   | 193                  | 216                  | 90                     | 90                   | 90                   |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better   | 100%                 | 100%                 | 90%                    | 90%                  | 90%                  |
| Percent of customer survey respondents indicating they are better off because of the services they received                                   | 93%                  | 100%                 | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number of community members protected through new chronic disease prevention policies <sup>(1)</sup>  | 77,193               | 191,327              | 84,357                 | 80,000               | 80,000               |
| Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control, and treatment | 95%                  | 71%                  | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup> The decrease from FY 2008-09 was the result of reduced resources.

**Chronic Disease and Injury Prevention (6230P)  
Resource Allocation Summary**

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>     | 4.0               | 5.0               | 4.0                | 4.0                    |                   | 4.0                    |
| <b>Funded FTE</b>            | 4.0               | 5.0               | 4.0                | 4.0                    |                   | 4.0                    |
| <b>Total Requirements</b>    | 986,126           | 836,570           | 893,098            | 1,016,281              | 123,183           | 1,016,281              |
| <b>Total Sources</b>         | 778,873           | 620,968           | 915,781            | 927,781                | 12,000            | 927,781                |
| <b>Net County Cost</b>       | 207,252           | 215,602           | (22,683)           | 88,500                 | 111,183           | 88,500                 |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>State Grants Match</b>    |                   |                   | 5,350              | 3,550                  | (1,800)           | 3,550                  |
| <b>Mandated Services</b>     |                   |                   | 74,850             | 72,000                 | (2,850)           | 72,000                 |
| <b>Non-Mandated Services</b> |                   |                   | (102,883)          | 12,950                 | 115,833           | 12,950                 |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$88,500 or 8.7%, of which \$12,950 or 14.6% is discretionary. This discretionary amount includes mandated services currently provided with no maintenance-of-effort or local match requirements, and discretionary services that include community health promotion efforts to prevent chronic disease and injuries.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in Medi-Cal Management Administrative Activities (MAA) revenue; and decreased reimbursement (Intrafund Transfers) for services provided to other divisions within the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 12,000          | 42,952         | 80,231              | 0        | 111,183         | 0         |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and reductions in contracts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 4,472          | 0                   | 0        | 4,472           | 0         |
| 0               | (4,472)        | 0                   | 0        | (4,472)         | 0         |

## Environmental Health Services (5900P)

### Program Locator

- County
  - Healthy Community
    - Community Health
      - Community Health Administration
      - Public Health
      - Chronic Disease and Injury Prevention
      - ▶ **Environmental Health Services**
      - Emergency Medical Services GF

substandard housing, disease transmitting organisms, and communicable disease from water contamination, solid waste, and sewage disposal.

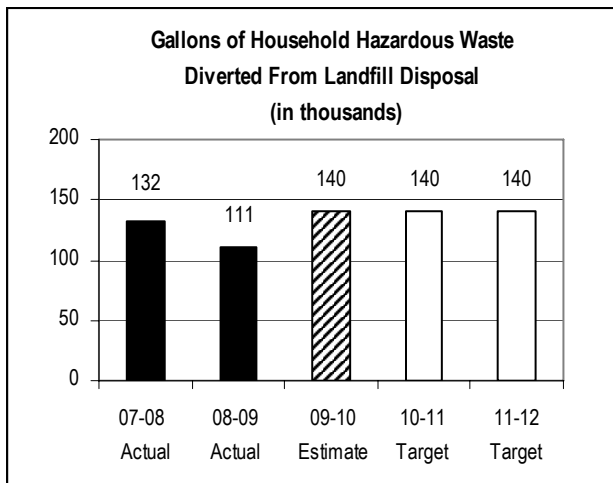
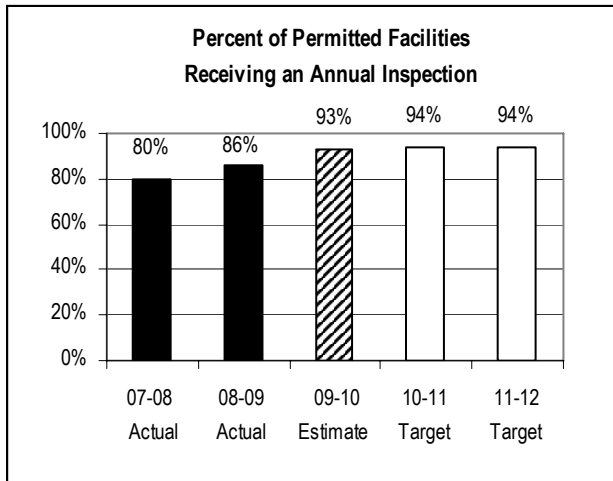
### Services and Accomplishments

Environmental Health Services (EHS) contributes to the goals of the Shared Vision 2025 commitment to a Healthy Community by providing regulatory oversight through inspection, education and outreach, enforcement, hazardous materials emergency response, permit issuance, and information and advisory services. EHS manages programs that provide services to businesses, public agencies, and residents of San Mateo County. Programs include Retail Food Inspection, Recreational Water, Housing and Vector Control, Hazardous Waste, and Water / Land Use. These programs ensure that the public has access to safe food and water, that all wastes are properly disposed of in a safe manner, and that vectors which may carry disease are monitored and controlled.

The following are major accomplishments in the current year:

- Coordinated the California Coastal Cleanup effort, reaching an all time high in volunteers and trash collected
- Held numerous hearings and suspended tobacco retailer licenses of businesses found to have sold tobacco products to minors
- Continued to partner with PG&E to promote the Retail Fluorescent Lighting Take Back Program
- Received a grant from the California Integrated Waste Management Board (CIWMB) to improve retail take-back programs, product stewardship activities and enhance the County's environmentally preferable product purchasing program
- Extended operational hours at the Household Hazardous Waste (HHW) Tower Road Facility to increase capacity and reduce wait times for the public

### Headline Measures



### Program Outcome Statement

Environmental Health Services provides regulatory oversight, enforcement, hazardous materials emergency response, collection and disposal options, and educational services for businesses, public agencies, and residents of San Mateo County in order to protect public health and the environment against hazardous chemicals and environmental pollution, food borne illnesses,

### Story Behind Baseline Performance

Regulation and inspection of businesses remain the top overall priority, with inspection frequency varying among programs from a minimum of one inspection per year to one inspection every four years. A valuable measure of how well inspection objectives are being achieved is the percentage of permitted facilities in the County being inspected on an annual basis. The inspection rate achieved for FY 2008-09 was 86%. Firm commitments to standardization of inspection protocols in all programs, plus an experienced and dedicated staff, have helped to meet and often exceed the target in individual programs.

The success at diverting Household Hazardous Waste (HHW) from landfill disposal demonstrates commitment to protecting public health and the environment against hazardous chemicals and environmental pollution. The HHW program is committed to increasing convenient disposal options for the public. With 111,463

gallons of hazardous waste diverted in FY 2008-09, the program's success is attributable to an active public education and outreach campaign. Disposal costs and the list of materials considered to be hazardous continue to rise. Long-term initiatives and programs such as Extended Producer Responsibility (EPR) and Integrated Pest Management will, by design, eventually reduce the amount of waste generated. However, until the trend begins to reverse, the program will continue to see an increase of disposal costs. Without the commitment from the County to continue to fund our efforts to support EPR and other Pollution Prevention programs, both long and short term gains and cost reductions will not be realized.

Trends over the past few years indicate a decline in the number of emergency response calls. This is likely due to increased outreach and opportunities for the public to easily dispose of used motor oil, antifreeze, pesticides, and paint. In addition, increased inspection and education with businesses has raised the level of compliance and resulted in fewer spills, safer workplaces, and a cleaner environment. However, at the same time, the types of calls have become increasingly more complex, presenting more challenging and dangerous situations due to heightened awareness and concerns of chemical and / or biological terrorism.

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

- To manage the increasing amount of universal waste entering the Household Hazardous Waste and Retailer Take Back programs
- To maintain an effective natural recreation waters sampling program, given declining volunteer assistance and reductions in already-limited state and federal funding
- To continue to actively participate and effect changes in manufacturing, management, and disposal of household products / waste through the Product Stewardship Council and Statewide Producer Responsibility Initiatives, with limited and tenuous funding

#### **Program Objectives**

Environmental Health Services will meet performance targets by doing the following:

##### Inspect at least 93% of Permitted Facilities Annually

- Continue to assess workload to determine if increasing levels of regulation have affected the ability to conduct annual inspections
- Continue program auditing to ensure inspection standardization

##### Divert 140,000 Gallons of Household Hazardous Waste from the Landfill

- Evaluate disposal and reuse options to maximize program efficiencies
- Increase operation days and / or hours at Tower Road to compensate for reduction of temporary collection events at individual cities
- Actively pursue product stewardship issues with state, local and industry partners through participation with the California Product Stewardship Council

##### Maintain an Overall Customer Satisfaction Rating of at least 90%

- Evaluate and respond to each survey
- Continue to evaluate fees to ensure they relate to program funding and field activities
- Continue to evaluate the EHS website to ensure accurate and useful information is readily available to both businesses and the public

##### Respond to 93% of Complaints Within the Required Time Period

- Audit complaint database monthly
- Standardize staff procedures for correct and timely maintenance of the complaint database

##### Expand the Electronic Field Inspection System (FIS)

- Upgrade the current Envision Database to Envision Connect, enabling better access and more efficient use of FIS
- Continue working with other programs to prepare for future implementation of FIS

##### Implement a Food Program Standard

- Establish clear goals and inventories based on threat to public health
- Work with all food inspection staff to begin implementation

##### Re-Evaluate Programs and Identify Activities which can be Assigned to Non-Technical Staff

- Develop a template for supervisors' use in re-evaluation of programs
- Train all supervisors in data access and database tools

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>                                |                      |                      |                        |                      |                      |
| Number of permitted facilities regulated                             | 17,935               | 18,705               | 18,838                 | 18,838               | 19,000               |
| Number of emergency response calls                                   | 24                   | 35                   | 30                     | 30                   | 30                   |
| Number of complaints received  | 1,748                | 1,487                | 1,800                  | 1,800                | 1,800                |
| Number of households served by Household Hazardous Waste Program     | 11,333               | 41,836               | 37,500                 | 37,500               | 45,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>                      |                      |                      |                        |                      |                      |
| Percent of permitted facilities receiving an annual inspection       | 80%                  | 86%                  | 93%                    | 94%                  | 94%                  |
| Percent of complaints responded to within the required time period   | 71%                  | 87%                  | 93%                    | 93%                  | 93%                  |
| Percent of customers rating services good or better                  | 77%                  | 83%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                      |                      |                      |                        |                      |                      |
| Gallons of household hazardous waste diverted from landfill disposal | 131,554              | 111,463              | 140,000                | 140,000              | 140,000              |
| Percent of total days that ocean beaches were open for use           | 99%                  | 100%                 | 98%                    | 98%                  | 98%                  |

**Environmental Health Services (5900P)  
Resource Allocation Summary**

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>      | 77.0              | 77.0              | 73.0               | 73.0                   |                   | 73.0                   |
| <b>Funded FTE</b>             | 76.6              | 76.7              | 73.3               | 72.7                   | (0.5)             | 72.7                   |
| <b>Total Requirements</b>     | 14,584,573        | 13,799,581        | 15,118,471         | 15,620,258             | 501,787           | 15,733,388             |
| <b>Total Sources</b>          | 13,028,594        | 12,909,767        | 13,919,261         | 15,384,935             | 1,465,674         | 15,498,065             |
| <b>Net County Cost</b>        | 1,555,979         | 889,815           | 1,199,210          | 235,323                | (963,887)         | 235,323                |
| <b>NCC Breakdown</b>          |                   |                   |                    |                        |                   |                        |
| <b>Emergency Services JPA</b> |                   |                   |                    | 69,116                 | 69,116            | 69,116                 |
| <b>Mandated Services</b>      |                   |                   | 1,174,210          |                        | (1,174,210)       |                        |
| <b>Non-Mandated Services</b>  |                   |                   | 25,000             | 166,207                | 141,207           | 166,207                |



## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$235,323 or 1.5%, of which \$235,323 or 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and discretionary services that include, Hazardous Materials Emergency Response Program, Vector Control and Pharmaceutical Waste Disposal.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increases in outreach, education and training. Programs previously funded through the Solid Waste Fund (Solid Waste, Household Hazardous Waste, Vector Control and Hazardous Materials Emergency Response) now have different funding sources. The Solid Waste and Household Hazardous Waste Programs are funded through a new AB939 fee which became effective January 1, 2010. General funds which subsidized the Household Hazardous Waste Program have been reduced and now partially fund Vector Control and the Hazardous Materials Emergency Response Programs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,465,674       | 502,411        | (624)               | 0        | (963,887)       | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and elimination of one-time projects and equipment.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 113,130         | 113,130        | 0                   | 0        | 0               | 0         |

## Emergency Medical Services GF (5600P)

### Program Locator

- County
  - Healthy Community
    - Community Health
      - Community Health Administration
      - Public Health
      - Chronic Disease and Injury Prevention
      - Environmental Health Services
- ▷ **Emergency Medical Services GF**

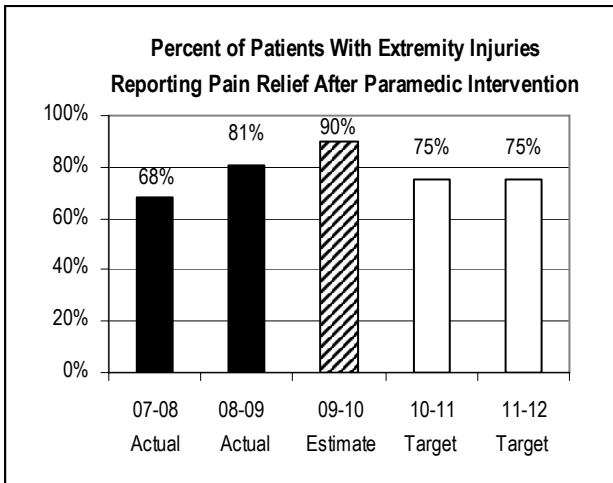
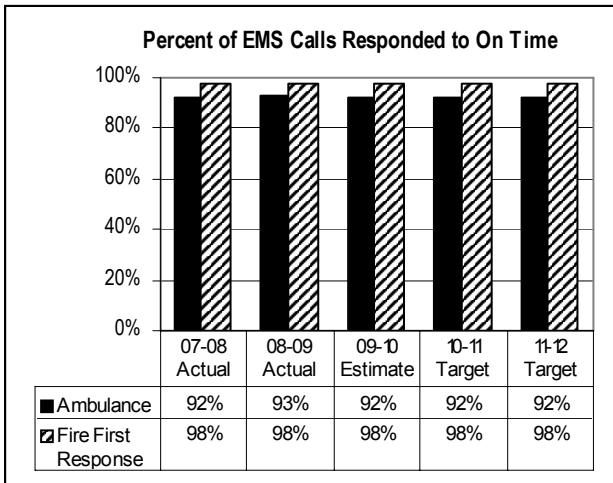
### Services and Accomplishments

Emergency Medical Services (EMS) contributes to the Shared Vision of a Healthy Community by 2025 by providing oversight and coordination of the countywide emergency medical services system, a nationally recognized program featuring a private / public partnership between an ambulance provider and a Joint Powers Authority (JPA) of fire service agencies. The system includes emergency medical dispatch, fire service paramedic first response, emergency paramedic ambulance transport, and air ambulance services. The EMS system interfaces with hospital emergency departments, trauma centers, and pediatric critical care centers. EMS is also responsible for medical / health disaster activities in cooperation with the Sheriff's Office of Emergency Services (OES). Dispatch and communication functions are consolidated in Public Safety Communications within Community Services. EMS is currently funded by ambulance contractor fees, transfers from the EMS Trust Fund established under SB 12, and interfund transfers from other divisions of the Health System.

The following are major accomplishments in the current year:

- Continued to be one of the state's lead counties in EMS regional trauma and stroke systems participation
- Participated in the County's H1N1 pandemic influenza planning and response, resulting in the timely immunization of fire first responders and transport providers
- Continued to respond to law enforcement requests for paramedic evaluation and the transport of persons having behavioral health emergencies through the San Mateo County Mental Health Assessment and Referral Team Program (SMART)
- Continued to work with hospitals to improve medical surge capacity through Hospital Preparedness Program grant management
- Continued efforts to raise awareness on fall prevention

### Headline Measures



### Program Outcome Statement

Emergency Medical Services provides an integrated and coordinated system of services to ensure appropriate, timely, and respectful emergency medical care to meet the needs of patients and their families in San Mateo County.

### Story Behind Performance

Emergency medical services are monitored in terms of response times required of the ambulance contractor, which responds to more than 43,000 9-1-1 calls per year. These response times are contractually specified, with an on-time rate for the past several years of 98% or better for paramedic fire first response and 92% or better for ambulance response.

The percentage of patients with blunt extremity injuries reporting pain relief reflects whether patients are better off as a result of the paramedic intervention performed by EMS contractors. Pain relief is an indication of appropriate pre-hospital care, which is measured in accordance with the EMS Agency Medical Treatment Protocol Manual. This data is obtained by query to the prehospital patient care record database. Therefore, data accuracy is dependent on complete and accurate documentation by the paramedic. The percentage of patients reporting pain relief has improved over the

past few years due to increased education and monitoring of paramedic personnel.

Working with the emergency ambulance contractor American Medical Response (AMR), EMS has improved the integrated data collection system. The contractor's ambulances and all but one fire service agency are now using this system for patient medical records. This database of pre-hospital patient records is extremely useful in evaluating EMS system performance and system planning.

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

- To work with the County Public Safety Communications and ambulance contractor to procure a new computer-aided dispatch system that has the ability to meet the current and future needs of the EMS program objectives
- To increase hospital and EMS provider disaster preparedness to improve the County's capacity to respond in disasters
- To continue community education programs to promote illness and injury prevention and disaster preparedness

**Program Objectives**

Emergency Medical Services will meet performance targets by doing the following:

Achieve a Rating of at Least 75% of Patients With Extremity Injuries Reporting Pain Relief After Paramedic Intervention

- Ensure accurate and complete paramedic documentation in accordance with protocols
- Continue to measure paramedic compliance with standards
- Provide additional training and feedback to paramedics to improve compliance

Maintain On-Time Response for at Least 92% of Ambulance Calls and 98% of First Fire Response Calls

- Continue to use the EMS data system to evaluate skills and treatments and develop reports to improve patient care and system performance

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to use a Quality Leadership Committee, consisting of representatives of the 9-1-1 ambulance and fire service first-response agencies, to identify areas needing assessment and implement the subsequent quality improvement processes

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of educational opportunities offered to EMS personnel <sup>(1)</sup>                                   | 670                  | 561                  | 120                    | 120                  | 120                  |
| Number of SMART calls responded to <sup>(2)</sup>   | 945                  | 1,122                | 650                    | 650                  | 650                  |
| Number of 9-1-1 calls for medical response  | 47,609               | 47,194               | 47,000                 | 47,000               | 47,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of EMS calls responded to on time:  |                      |                      |                        |                      |                      |
| - Ambulance   | 92%                  | 93%                  | 92%                    | 92%                  | 92%                  |
| - Fire First Response   | 98%                  | 98%                  | 98%                    | 98%                  | 98%                  |
| Percent of customer survey respondents rating emergency medical response and / or transport as good or better | ---                  | 98%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of patients with extremity injuries reporting pain relief after paramedic intervention                | 68%                  | 81%                  | 90%                    | 75%                  | 75%                  |

<sup>(1)</sup> Since implementation of the new EMS contract, the targets reflect the required training to meet requirements.

<sup>(2)</sup> Due to a decrease in available funding, 24 hour coverage was changed to 12 hour coverage.

## Emergency Medical Services GF (5600P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 6.0               | 6.0               | 5.0                | 5.0                    |                   | 5.0                    |
| Funded FTE                | 6.0               | 6.0               | 5.0                | 5.0                    |                   | 5.0                    |
| <b>Total Requirements</b> | 1,394,390         | 1,372,985         | 4,809,123          | 4,812,857              | 3,734             | 4,812,857              |
| <b>Total Sources</b>      | 1,386,095         | 1,372,985         | 4,809,123          | 4,812,857              | 3,734             | 4,812,857              |
| <b>Net County Cost</b>    | 8,295             |                   |                    |                        |                   |                        |

### Discretionary Net County Cost

This program has no Net County Cost. Its operations are fully funded by ambulance contractor fees, and transfers from the EMS Trust Fund and other divisions of the Health System.

## **FY 2010-11 Program Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reductions in contract expenditures; and decreased reimbursement (Intrafund Transfers) from various Health System divisions for the AMR SMART and phlebotomy contracts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,734           | (664,176)      | 667,910             | 0        | 0               | 0         |

## **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and minor off-setting reductions in operating expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 13,457         | 0                   | 0        | 13,457          | 0         |
| 0               | (13,457)       | 0                   | 0        | (13,457)        | 0         |

## Family Health Services (6240B)

### Program Locator

County

- Healthy Community
  - Health Administration
  - Health Policy and Planning
  - Emergency Medical Services Fund
  - Aging and Adult Services
  - Behavioral Health and Recovery Services
  - Community Health



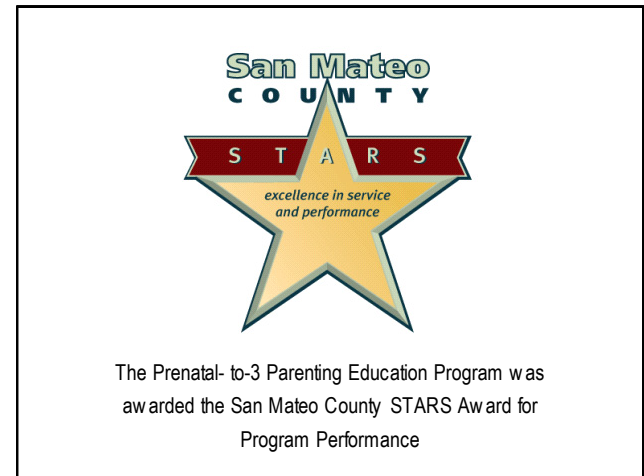
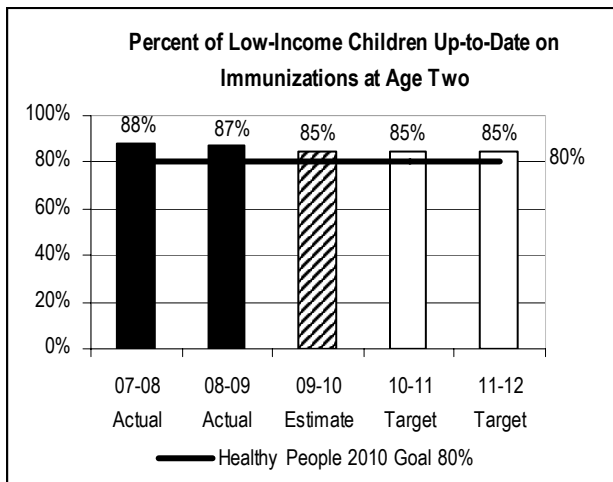
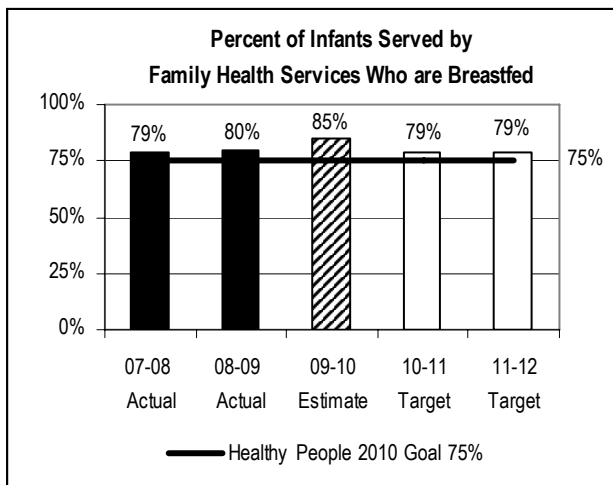
- Family Health Services**
- Correctional Health Services
- San Mateo Medical Center
- Medical Center Capital Purchases

services, and treatment to help children and adults achieve health and well-being and, together, build strong families and communities.

### Services and Accomplishments

Family Health Services (FHS) contributes to the Shared Vision of a Healthy Community by 2025 by serving low-income families with children through home visiting, physical and occupational therapy, health classes, parent support groups, telephone case management, and nutrition clinics. Staff also provide consultation to healthcare providers, collaborate with community organizations, lead group efforts to improve community health and participate in disaster preparedness efforts.

### Headline Measures



The following are major accomplishments in the current year:

- Received a San Mateo County STARS Program Performance Award for the Prenatal to 3 Program, which offers health services to low-income expectant parents and families with children up to 5 years old
- Provided nursing and other supports during the County's response to the pandemic H1N1 influenza. Supports included providing immunizations, training health professionals in immunization, coordinating and staffing clinics, and communicating with clients about H1N1 influenza. Children served by the California Children's Services Medical Therapy Unit had immunization clinics specifically tailored to children with disabilities
- Successfully rolled out a new Food Package in the Woman, Infants and Children (WIC) program which provides greater emphasis on breastfeeding and maternal nutrition
- Received the Fatherhood Service Award for the Prenatal to 3 Parenting Education Program and received the Fatherhood Advocacy Award from the Fatherhood Collaborative for the Network for a Healthy California 'My Hero' Program
- Obtained a three-year \$3,152,000 grant from First 5 of San Mateo County for the Prenatal to 3 Program to support home

### Program Outcome Statement

Family Health Services provides outreach, education, case management, disaster preparedness and response, prevention

visiting, parental education, Black Infant Health, mental health therapy, mental health groups, and substance abuse recovery

- Expanded linguistic access by conducting a 14-week Parenting Class in Tagalog and the Shapedown child / parent weight management program in Spanish

### **Story Behind Baseline Performance**

The breastfeeding rate is an excellent indicator of child health, parenting and parenting support. Breastfeeding decreases the incidence of childhood illnesses such as ear infection, diarrhea and childhood lymphoma and has been linked to cognitive gains. For the mother, breastfeeding reduces the risk of breast and ovarian cancer and can help her bond with her baby. Breastfeeding impacts the community by reducing healthcare costs, increasing the mother's work productivity and reducing waste related to bottles and formula. The Women, Infants, and Children (WIC) program within Family Health Services provides the data used for this performance measure. Eighty-five percent of newborns seen by WIC are breastfed. The current performance level is projected to hold steady over the next two years and continue to exceed 75%, the goal developed by the U.S. Department of Health and Human Services as part of *Healthy People 2010*, a set of national health objectives.

The immunization rate for low-income children is 85% based on data obtained from San Mateo Medical Center (SMMC) clinics. The consensus in the health community is that immunizations against measles, diphtheria, whooping cough, tetanus, polio, mumps, rubella, chicken pox, flu, hepatitis and some causes of childhood meningitis, pneumonia and diarrhea are extremely effective at decreasing childhood mortality. Surpassing the *Healthy People 2010* goal of 80% required significant effort by Family Health Services (FHS) staff and partners in the SMMC pediatric clinics. FHS staff help clients gain access to vaccination services, supply vaccines to providers, and directly provide vaccinations. Staff also provide leadership, administrative support and training to local healthcare professionals.

Service efficiency and quality is indicated by a summary measure in the customer satisfaction survey. For the most recent survey data available, 99% of the respondents rated overall satisfaction with Family Health Services as good or better.

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

- To prioritize, tailor, and improve services despite decreases in resources provided by federal, state, and local partners
- To increase WIC caseload as required by the Department of Agriculture
- To meet increased demand for services there were formerly provided by the Golden Gate Regional Center in the CCS Medical Therapy Unit
- To implement a new integrated data system and improve ability of staff to use the new technology

### **Program Objectives**

Family Health Services will meet performance targets by doing the following:

#### Maintain an Infant Breastfeeding Rate over 75%

- Provide physician education through the San Mateo County Breastfeeding Advisory Committee
- Provide ongoing training to WIC staff on breastfeeding outreach and education
- Offer clients breastfeeding education and support
- Continue peer counselor support of breastfeeding, especially in underserved communities
- Assist employers in overcoming barriers to compliance with the Lactation Accommodation Law
- Implement a Social Marketing campaign to encourage breastfeeding for six months or longer

#### Maintain an Immunization Rate Over 80% for Children at Age Two

- Support implementation and maintenance of the Immunization Registry throughout the pediatric provider community
- Implement methods that complement the Immunization Registry and ensure that immunizations are completed and appropriately documented in collaboration with SMMC pediatric clinics
- Offer staff immunization updates, trainings, and in-service opportunities

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

- Encourage professional development related to customer service, personal organization, and operational efficiency
- Continue to improve access to FHS services by ensuring all gateways to service are linguistically and culturally appropriate
- Implement training opportunities and other strategies for maintaining staff performance and morale

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of customers served:  |                      |                      |                        |                      |                      |
| - Field Nursing and Maternal, Child and Adolescent Health                        | 1,960                | 1,960                | 1,800                  | 1,600                | 1,600                |
| - Prenatal to Three  | 3,473                | 3,207                | 3,100                  | 3,200                | 3,200                |
| - Women, Infants and Children  | 18,257               | 18,662               | 19,000                 | 19,000               | 19,000               |
| - California Children Services   | 2,590                | 2,528                | 2,500                  | 2,500                | 2,500                |
| - Child Health and Disability Prevention   | 1,847                | 1,775                | 1,800                  | 1,800                | 1,800                |
| - Lead   | 322                  | 296                  | 300                    | 300                  | 300                  |
| - Network for a Healthy California   | 16,737               | 17,781               | 22,000                 | 22,000               | 22,000               |
| Number of service contacts   | 348,037              | 331,156              | 335,000                | 300,000              | 300,000              |
| <b>How Well We Do It (Quality / Efficiency)</b>                                  |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better            | 98%                  | 99%                  | 90%                    | 90%                  | 92%                  |
| Percent of customers receiving services in a timely manner                       | 95%                  | 97%                  | 90%                    | 90%                  | 92%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                                  |                      |                      |                        |                      |                      |
| Number and percent of infants served who are breast fed                          | 2,547 / 79%          | 2,658 / 79%          | 3,000 / 80%            | 2,340 / 79%          | 2,340 / 79%          |
| Healthy People 2010 breastfeeding goal   | 75%                  | 75%                  | 75%                    | 75%                  | 75%                  |
| Number and percent of low-income children up-to-date on immunizations at age two | 1,071 / 84%          | 1,157 / 87%          | 1,112 / 85%            | 1,112 / 85%          | 1,112 / 85%          |
| Healthy People 2010 immunization goal  | 80%                  | 80%                  | 80%                    | 80%                  | 80%                  |



## Family Health Services (6240B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 180.0             | 174.0             | 172.0              | 173.0                  | 1.0               | 173.0                  |
| Funded FTE                | 167.6             | 166.0             | 162.0              | 162.7                  | 0.7               | 162.7                  |
| <b>Total Requirements</b> | 24,136,024        | 22,511,886        | 25,192,947         | 26,524,804             | 1,331,857         | 26,524,804             |
| <b>Total Sources</b>      | 18,322,667        | 17,092,525        | 17,369,130         | 18,514,714             | 1,145,584         | 18,514,714             |
| <b>Net County Cost</b>    | 5,813,357         | 5,419,361         | 7,823,817          | 8,010,090              | 186,273           | 8,010,090              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Federal Grants Match      |                   |                   | 622,595            | 2,462,910              | 1,840,315         | 2,462,910              |
| State Grants Match        |                   |                   | 1,702,384          | 3,810,240              | 2,107,856         | 3,810,240              |
| Child Care Services MOE   |                   |                   | 1,070,225          | 1,158,650              | 88,425            | 1,158,650              |
| Non-Mandated Services     |                   |                   | 4,119,675          | 578,290                | (3,541,385)       | 578,290                |
| Local Overmatch           |                   |                   | 308,938            |                        | (308,938)         |                        |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$8,010,090 or 30.1%, of which \$578,291 or 7.2% is discretionary. This discretionary amount includes mandated services in the Women, Infant and Children (WIC) Program currently provided with no maintenance-of-effort or local match requirements, and discretionary services in obesity prevention activities.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment; increases in contracts; decreases to automation service charges and telephone charges; increases to facility rental charges; increased reimbursements (Intrafund Transfers) from other divisions of the Health System and other departments; and adjustments to state and federal revenues.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 991,039         | 1,555,630      | (64,410)            | 0        | 500,181         | 0         |

#### 2. Workforce Reduction to Meet Budget Target

In order to meet budget targets, one vacant Fiscal Office Assistant II and one vacant Public Health Nurse have been deleted. One vacant Administrative Assistant I has been reduced to part-time. The elimination of these positions will result in a shift of workload duties to other staff.

In order to further reduce costs and ensure an appropriate skill mix, one vacant part-time Occupational Therapist and one vacant part-time Physical Therapist have been converted to one full-time Therapy Aide position.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (313,908)      | 0                   | 0        | (313,908)       | (3)       |

### **3. Staffing Adjustments to Support Increased Caseload in the Women, Infants and Children Program**

Staffing adjustments have been made in accordance with additional federal funding made available to the Women, Infants and Children (WIC) Program in response to increased caseload. One vacant Dietician has been deleted and one Medical Office Assistant II, one Community Worker II, and three part-time Community Worker I-Unclassified positions have been added to provide support to new mothers and encourage breastfeeding in the Breastfeeding Peer Counselor Project. These position adjustments reflect an appropriate skill mix required to support the Breastfeeding Peer Counselor Project.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 154,545         | 154,545        | 0                   | 0        | 0               | 4         |

### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,145,584       | 1,396,267      | (64,410)            | 0        | 186,273         | 1         |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and offsetting reductions in non-labor expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 230,776        | 0                   | 0        | 0               | 0         |
| 0               | (230,776)      | 0                   | 0        | 0               | 0         |

**Family Health Services (6240B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues    | 11,421,620        | 11,405,099        | 11,298,777         | 11,070,372             | (228,405)         | 11,070,372             |
| Charges for Services          | 2,625,139         | 2,711,396         | 2,911,336          | 4,135,900              | 1,224,564         | 4,135,900              |
| Miscellaneous Revenue         | 2,501,402         | 1,392,487         | 1,208,131          | 1,357,556              | 149,425           | 1,357,556              |
| <b>Total Revenue</b>          | <b>16,548,161</b> | <b>15,508,981</b> | <b>15,418,244</b>  | <b>16,563,828</b>      | <b>1,145,584</b>  | <b>16,563,828</b>      |
| Fund Balance                  | 1,774,506         | 1,583,544         | 1,950,886          | 1,950,886              |                   | 1,950,886              |
| <b>TOTAL SOURCES</b>          | <b>18,322,667</b> | <b>17,092,525</b> | <b>17,369,130</b>  | <b>18,514,714</b>      | <b>1,145,584</b>  | <b>18,514,714</b>      |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 17,607,929        | 17,817,241        | 20,107,341         | 21,369,552             | 1,262,211         | 21,369,552             |
| Services and Supplies         | 6,085,201         | 2,921,792         | 2,687,776          | 2,827,357              | 139,581           | 2,827,357              |
| Other Charges                 | 1,676,997         | 2,054,982         | 2,447,707          | 2,442,182              | (5,525)           | 2,442,182              |
| <b>Gross Appropriations</b>   | <b>25,370,127</b> | <b>22,794,015</b> | <b>25,242,824</b>  | <b>26,639,091</b>      | <b>1,396,267</b>  | <b>26,639,091</b>      |
| Intrafund Transfers           | (1,488,094)       | (581,021)         | (1,204,259)        | (1,268,669)            | (64,410)          | (1,268,669)            |
| <b>Net Appropriations</b>     | <b>23,882,033</b> | <b>22,212,994</b> | <b>24,038,565</b>  | <b>25,370,422</b>      | <b>1,331,857</b>  | <b>25,370,422</b>      |
| Contingencies / Dept Reserves | 253,991           | 298,892           | 1,154,382          | 1,154,382              |                   | 1,154,382              |
| <b>TOTAL REQUIREMENTS</b>     | <b>24,136,024</b> | <b>22,511,886</b> | <b>25,192,947</b>  | <b>26,524,804</b>      | <b>1,331,857</b>  | <b>26,524,804</b>      |
| <b>NET COUNTY COST</b>        | <b>5,813,357</b>  | <b>5,419,361</b>  | <b>7,823,817</b>   | <b>8,010,090</b>       | <b>186,273</b>    | <b>8,010,090</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| Salary Resolution             | 180.0             | 174.0             | 172.0              | 173.0                  | 1.0               | 173.0                  |
| Funded FTE                    | 167.6             | 166.0             | 162.0              | 162.7                  | 0.7               | 162.7                  |

## Correctional Health Services (6300B)

### Program Locator

County

- Healthy Community
  - Health Administration
  - Health Policy and Planning
  - Emergency Medical Services Fund
  - Aging and Adult Services
  - Behavioral Health and Recovery Services
  - Community Health
  - Family Health Services
- ▷ **Correctional Health Services**
  - San Mateo Medical Center
  - Medical Center Capital Purchases

### Program Outcome Statement

Correctional Health Services provides comprehensive and timely physical health, mental health, and chemical dependency treatment services as well as quality, customer-oriented meals and nutrition services to the incarcerated population of San Mateo County in order to improve the health and well-being of detainees and contribute to the health and safety of the community as a whole.

### Services and Accomplishments

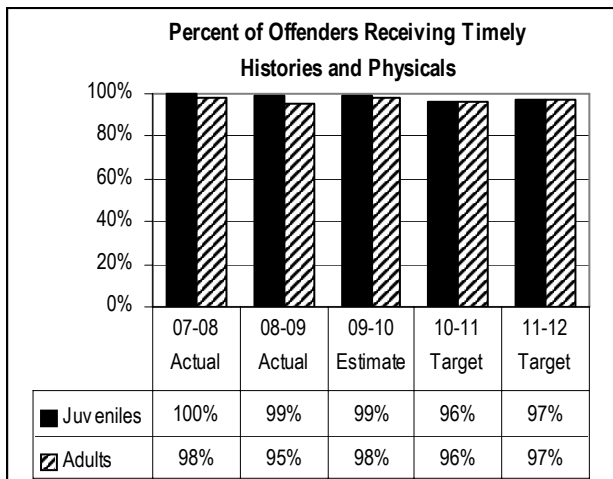
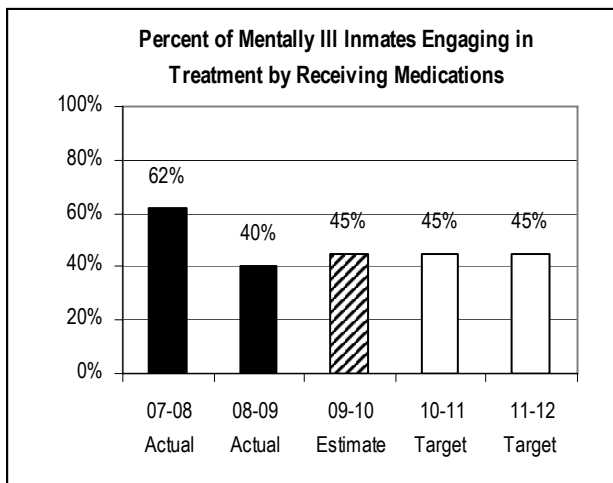
Correctional Health Services (CHS) contributes to the Shared Vision of a Healthy Community by 2025 by providing services to residents of the correctional facilities including: physical health, which begins with an initial health assessment including screenings for communicable and chronic diseases and mental illness; mental health care services including evaluation, treatment, and crisis intervention services; and chemical dependency treatment services. Additionally, meal planning, preparation and service, and nutritional services and counseling are provided. Services for adults are provided at Maguire Correctional Facility (MCF), the Women’s Correctional Center (WCC), and the Medium Security Transition Facility (MSTF). Services for juveniles are provided at the Youth Services Center (YSC), Margaret J. Kemp Camp for Girls, Camp Glenwood, and Canyon Oaks.

The Lifeskills program provides seriously mentally ill inmates with subacute day treatment services. The participants are also connected to resources in Behavioral Health and Recovery Services (BHRS) to ensure an opportunity to continue treatment following release from custody. The Choices program, which provides intensive chemical dependency treatment in a therapeutic community, has been successful in addressing the symptoms and disease of addiction by offering a variety of individual and group treatment interventions. The program is offered in both the men’s and women’s correctional facilities and served 1,812 inmates in FY 2008-09.

The following are major accomplishments in the current year:

- Maintained accreditation by the Institute of Medical Quality (IMQ) since 1998 in the adult detention facility—services beyond state Title 15 requirements—distinguishing San Mateo County as one of the best correctional health programs in California
- Continued to improve the Choices program and services to inmates by implementing groups which target maladaptive patterns of thinking and problem solving that can lead to relapse. In addition, Choices staff have been active members in the countywide re-entry efforts to assist inmates transitioning to community-based treatment after release
- Implemented new parenting and therapeutic journaling groups, and maintained several mental health groups such as stress and anxiety management, cognitive behavioral therapy, and dialectical behavioral treatment to address the mental health needs of the population in the facility

### Headline Measures



- Developed a prevention plan in collaboration with the Courts, the Sheriff's Office and Probation, in response to the H1N1 epidemic that included vaccinating all incarcerated youth, high risk adults and institutional staff, use of social distancing and segregating new arrestees; educating community policing agencies, incarcerated youth and adults as well as the institutional staffs on prevention and care
- Successfully implemented a 15% funding reduction from Probation food services by revising menus and staffing

### Story Behind Performance

The total number of inmates in adult correctional facilities has continued to rise, increasing the demand for healthcare. Rising inmate populations are also a concern over future years. Since the County must provide all necessary health, mental health, and dental care to those within the County jails, this would increase Correctional Health Services' (CHS) health costs because of the increase in the number of inmates that would result. Additionally, the California Department of Corrections and Rehabilitation expects its over-60 population to increase 80 percent by the year 2012. The number of older inmates is also expected to increase in San Mateo County correctional facilities, resulting in increased healthcare needs.

The number of seriously mentally ill inmates also continues to increase, making the Maguire Correctional Facility (MCF) the largest housing resource in the County for the seriously mentally ill. This situation in turn drives up the cost of providing services due to the cost of medications and the increased intensity of services required. In addition, the majority of services provided are not reimbursable by health insurance or other state and federal funding.

The mentally ill are protected by law from involuntary treatment except for the rare patients who meet strict criteria as "gravely disabled" pursuant to the Lanterman Petris Short Act (LPS). A major goal of working with this population in the correctional facilities is to engage them in voluntary treatment that will continue when they are released. Acute mental health services are provided through a contract for two beds at the Santa Clara County Jail's acute mental health care unit. Forty-five percent of mentally ill inmates in FY 2009-10 were currently engaging in treatment by receiving medications. The target is to maintain this success over the next two years.

Completing medical histories and health screenings in a timely manner, within 96 hours of incarceration for juveniles and by the 14th day of incarceration for adults, is a cornerstone of the CHS programs. In FY 2009-10, the projected rate is 99% for juveniles and 98% for adults. From this initial assessment, a plan of care is initiated that includes consideration of all aspects of the patient's health-related needs as well as health concerns of the institution, ensuring that inmates with current and ongoing health issues are followed by the appropriate program staff.

One major goal of Correctional Food Services is to promote healthy eating habits and positively impact chronic disease through nutrition related prevention. Early intervention is provided in the form of nutrition education and consultation aimed at reducing chronic disease among inmates and juveniles. An important performance

measure is the number of customers provided with nutritional education and / or consultations; an estimated 626 customers will be served in FY 2009-10 as inmates and young people enter County facilities with complex health issues that include nutritional needs. This number varies, dependent upon inmate and juvenile daily population and medical requests for consultations. To improve juvenile nutrition, meals at the YSC are now served using portion-controlled trays as opposed to family style. Efforts have been made to redesign the menu to include more produce and whole grains. Staff will continue to work with juveniles at the facility, as well as Probation Department staff, to educate them about nutrition.

A second goal is to provide food services in a cost-effective manner. Staff have implemented a 15% funding reduction in Probation's food services and are planning for additional reductions in future years. Staff have been and will continue to work with County Purchasing to achieve the most competitive food prices and variety. CHS staff meet regularly with the Sheriff's Office and Probation Department staff to assure quality of services and discuss possible cost savings.

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

- To maintain Institute of Medical Quality (IMQ) accreditation within current budget constraints
- To continue managing hospital days and medical costs, including an increasing number of chronically ill and aging patients with current nursing staff levels in the adult facilities
- To continue developing cost-effective and appealing menu choices amidst rising food, supply, and fuel costs

### Program Objectives

Correctional Health Services will meet performance targets by doing the following:

#### Perform 96% of Juvenile and 96% of Adult Histories and Physicals in a Timely Manner

- Complete juvenile exams within 96 hours of incarceration
- Complete adult exams by the 14<sup>th</sup> day of incarceration

#### Maintain the Percentage of Mentally Ill Inmates Engaging in Treatment by Receiving Medications at a Minimum of 45%

- Increase efforts within the Lifeskills program to encourage acceptance of medications by mentally ill participants
- Increase efforts to engage mentally ill inmates in treatment

#### Maintain an 85% Completion Rate in the Choices Program

- Monitor completion rate and provide periodic feedback to counselors to maintain a 15% or lower turnover rate

#### Ensure 100% of Meals Meet or Exceed Title 15 Requirements

- Implement quality management tools to ensure food standards are met
- Ensure monthly inspections are performed by the registered dietician through menu and medical diet reviews
- Ensure all facility menus are designed to meet Title 15 requirements

Provide Nutritional Consultations and Education Services to 650

Customers

- Research and integrate current nutrition information into program services
- Research and identify nutrition services gaps in high-risk populations

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of histories and physical screenings  | 23,722               | 23,520               | 20,100                 | 19,500               | 20,000               |
| Number of mentally ill inmates   | 2,469                | 2,632                | 2,300                  | 2,300                | 2,350                |
| Number of meals served:  |                      |                      |                        |                      |                      |
| - Sheriff's facilities   | 1,424,265            | 1,379,911            | 1,346,582              | 1,495,040            | 1,495,040            |
| - Juvenile Probation facilities  | 277,043              | 265,465              | 273,598                | 278,800              | 278,000              |
| TOTAL  | 1,701,6308           | 1,645,376            | 1,620,180              | 1,773,040            | 1,773,040            |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of participants who complete the Choices Program   | 89%                  | 85%                  | 88%                    | 85%                  | 85%                  |
| Percent of meals meeting or exceeding Title 15 requirements:   |                      |                      |                        |                      |                      |
| - Sheriff's facilities   | 99%                  | 100%                 | 100%                   | 100%                 | 100%                 |
| - Juvenile Probation facilities  | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Number and percent of mentally ill inmates engaging in treatment by receiving medications <sup>(1)</sup> | 1,488 / 62%          | 1,116 / 40%          | 1,035 / 45%            | 1,035 / 45%          | 1,035 / 45%          |
| Percent of offenders receiving timely histories and physicals:   |                      |                      |                        |                      |                      |
| - Juveniles (within 96 hours of incarceration)   | 100%                 | 99%                  | 99%                    | 96%                  | 97%                  |
| - Adults (by the 14 <sup>th</sup> day of incarceration)  | 98%                  | 95%                  | 98%                    | 96%                  | 97%                  |
| Number and percent of aggressive incidents in Choices Program compared to overall jail population:       |                      |                      |                        |                      |                      |
| - Choices  | 0 / 0%               | 0 / 0%               | 0 / 0%                 | 0 / 0%               | 0 / 0%               |
| - Maguire Correctional Facility  | 452 / 4%             | 376 / 4%             | 300 / 3%               | 300 / 3%             | 300 / 3%             |
| Number of customers provided with nutrition consultations <sup>(2)</sup>                                 | 1,250                | 1,176                | 750                    | 650                  | 670                  |

(1) Variances reflect fluctuations in the number of entering inmates.

(2) The number of nutritional consultations is based upon medical necessity and inmate request. The decline in FY 2009-10 is partially attributed to healthier menus reducing the need for special diet meals.

## Correctional Health Services (6300B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 101.0             | 98.0              | 94.0               | 88.0                   | (6.0)             | 88.0                   |
| Funded FTE                | 96.0              | 93.2              | 91.4               | 84.6                   | (6.8)             | 84.6                   |
| <b>Total Requirements</b> | 7,987,586         | 8,014,047         | 8,699,743          | 10,203,613             | 1,503,870         | 10,203,613             |
| <b>Total Sources</b>      | 1,598,442         | 1,554,167         | 1,557,203          | 1,452,007              | (105,196)         | 1,452,007              |
| <b>Net County Cost</b>    | 6,389,144         | 6,459,880         | 7,142,540          | 8,751,606              | 1,609,066         | 8,751,606              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Mandated Services         |                   |                   | 6,470,103          | 8,120,262              | 1,650,159         | 8,114,337              |
| Non-Mandated Services     |                   |                   | 672,437            | 631,344                | (41,093)          | 637,269                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$8,751,606 or 85.8%, of which \$631,344 or 7.2% is discretionary. This discretionary amount supports the Choices Program.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; adjustments to contracts; adjustments to medical supplies, drugs and pharmaceuticals, and laboratory costs; minor adjustments to Realignment and other revenues; and increased reimbursements (Intrafund Transfers) for Correctional Food Services cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (105,196)       | 513,049        | (33,461)            | 0        | 584,784         | 0         |

#### 2. Consolidation of Correctional Health Expenditures

In order to fully represent all costs associated with correctional health services, one filled Marriage and Family Therapist II and one filled Adult Psychiatrist and other operating costs have been transferred to Correctional Health Services from Behavioral Health and Recovery Services. The Net County Cost associated with the positions has been transferred and associated reimbursement from Behavioral Health has been eliminated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 445,184        | 1,000,000           | 0        | 1,445,184       | 2         |

#### 3. Workforce Reduction to Meet Budget Target

In order to meet budget targets, one vacant Charge Nurse, one vacant Marriage and Family Therapist II, one vacant Staff Nurse and one filled Psychologist II have been deleted. The elimination of these medical and mental health positions will result in the elimination of crisis



intervention training for Sheriff staff, a delay in mental health case management, elimination of dementia conservatorship testing, elimination of misdemeanor competency evaluations and court appearances, elimination of the psychologist internship program, and the elimination of parenting and pregnancy education at the Youth Services Center and Women's Correctional Center. Additionally, one vacant Food Service Unit Manager has been deleted in Sheriff's Food Services, resulting in reduced reimbursement from the Sheriff's Office. This position has been held vacant for over a year and its elimination will not impact services. The incumbent in the filled Psychologist position has been transferred to a vacant position in another division in the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (515,717)      | 94,815              | 0        | (420,902)       | (5)       |

#### **4. Reduction in Probation Food Services**

As a result of Correctional Food Service's new service agreement with the Probation Department, three positions have been deleted from Probation Food Services. One filled Cook II position at the Youth Services Center and one filled Cook II and one filled Supervising Cook at Camp Glenwood are deleted. Extra Help appropriation has also been reduced. Camp Glenwood's kitchen will be closed; food will be prepared at the Youth Services Center kitchen and transported daily to Camp Glenwood.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (364,821)      | 364,821             | 0        | 0               | (3)       |

#### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (105,196)       | 77,695         | 1,426,175           | 0        | 1,609,066       | (6)       |

#### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; reduction in Extra Help; and increased reimbursement (Intrafund Transfers) for Correctional Food Services cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 26,425         | (26,425)            | 0        | 0               | 0         |

## Correctional Health Services (6300B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues    | 367,544           | 375,535           | 375,534            | 365,205                | (10,329)          | 365,205                |
| Charges for Services          | 1,604             | 1,579             | 1,100              | 1,600                  | 500               | 1,600                  |
| Interfund Revenue             | 426,663           | 447,218           | 447,218            | 453,926                | 6,708             | 453,926                |
| Miscellaneous Revenue         | 44,506            | 126,985           | 24,162             | 24,162                 |                   | 24,162                 |
| <b>Total Revenue</b>          | <b>840,318</b>    | <b>951,317</b>    | <b>848,014</b>     | <b>844,893</b>         | <b>(3,121)</b>    | <b>844,893</b>         |
| Fund Balance                  | 758,124           | 602,850           | 709,189            | 607,114                | (102,075)         | 607,114                |
| <b>TOTAL SOURCES</b>          | <b>1,598,442</b>  | <b>1,554,167</b>  | <b>1,557,203</b>   | <b>1,452,007</b>       | <b>(105,196)</b>  | <b>1,452,007</b>       |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 11,052,028        | 11,455,443        | 11,697,869         | 11,944,185             | 246,316           | 11,970,610             |
| Services and Supplies         | 6,048,038         | 5,646,540         | 5,844,353          | 5,722,777              | (121,576)         | 5,722,777              |
| Other Charges                 | 647,670           | 445,922           | 629,270            | 582,225                | (47,045)          | 582,225                |
| Fixed Assets                  |                   | 10,978            |                    |                        |                   |                        |
| <b>Gross Appropriations</b>   | <b>17,747,736</b> | <b>17,558,884</b> | <b>18,171,492</b>  | <b>18,249,187</b>      | <b>77,695</b>     | <b>18,275,612</b>      |
| Intrafund Transfers           | (9,828,458)       | (9,738,434)       | (9,756,674)        | (8,330,499)            | 1,426,175         | (8,356,924)            |
| <b>Net Appropriations</b>     | <b>7,919,279</b>  | <b>7,820,450</b>  | <b>8,414,818</b>   | <b>9,918,688</b>       | <b>1,503,870</b>  | <b>9,918,688</b>       |
| Contingencies / Dept Reserves | 68,307            | 193,597           | 284,925            | 284,925                |                   | 284,925                |
| <b>TOTAL REQUIREMENTS</b>     | <b>7,987,586</b>  | <b>8,014,047</b>  | <b>8,699,743</b>   | <b>10,203,613</b>      | <b>1,503,870</b>  | <b>10,203,613</b>      |
| <b>NET COUNTY COST</b>        | <b>6,389,144</b>  | <b>6,459,880</b>  | <b>7,142,540</b>   | <b>8,751,606</b>       | <b>1,609,066</b>  | <b>8,751,606</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>      | <b>101.0</b>      | <b>98.0</b>       | <b>94.0</b>        | <b>88.0</b>            | <b>(6.0)</b>      | <b>88.0</b>            |
| <b>Funded FTE</b>             | <b>96.0</b>       | <b>93.2</b>       | <b>91.4</b>        | <b>84.6</b>            | <b>(6.8)</b>      | <b>84.6</b>            |

**San Mateo Medical Center (6600B)**  
**ALL FUNDS**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                    |                    |                    |                        |                   |                        |
| Taxes                       | 23,185             | 40,810             | 44,586             | 46,335                 | 1,749             | 46,335                 |
| Use of Money and Property   | 21,554             | 13,108             | 688                | 2,528                  | 1,840             | 2,528                  |
| Intergovernmental Revenues  | 40,110,997         | 46,092,009         | 46,939,704         | 42,046,975             | (4,892,729)       | 42,046,975             |
| Charges for Services        | 106,728,524        | 125,568,515        | 149,273,510        | 159,699,855            | 10,426,345        | 161,577,406            |
| Interfund Revenue           | 19,533,783         | 18,839,231         | 14,702,526         | 24,218,754             | 9,516,228         | 24,218,754             |
| Miscellaneous Revenue       | 5,376,144          | 4,686,952          | 6,711,574          | 6,255,971              | (455,603)         | 6,255,971              |
| Other Financing Sources     | 55,064,753         | 62,993,021         | 34,427,988         | 20,668,745             | (13,759,243)      | 20,668,745             |
| <b>Total Revenue</b>        | <b>226,858,941</b> | <b>258,233,647</b> | <b>252,100,576</b> | <b>252,939,163</b>     | <b>838,587</b>    | <b>254,816,714</b>     |
| <b>TOTAL SOURCES</b>        | <b>226,858,941</b> | <b>258,233,647</b> | <b>252,100,576</b> | <b>252,939,163</b>     | <b>838,587</b>    | <b>254,816,714</b>     |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits       | 134,973,714        | 139,799,844        | 144,106,059        | 150,407,956            | 6,301,897         | 152,285,507            |
| Services and Supplies       | 57,861,836         | 60,856,530         | 64,613,602         | 67,657,419             | 3,043,817         | 67,657,419             |
| Other Charges               | 23,975,546         | 34,593,862         | 33,418,765         | 25,751,788             | (7,666,977)       | 25,751,788             |
| Fixed Assets                | 55,399             | 5,036              |                    |                        |                   |                        |
| Other Financing Uses        | 9,992,446          | 10,033,336         | 9,962,150          | 9,122,000              | (840,150)         | 9,122,000              |
| <b>Gross Appropriations</b> | <b>226,858,941</b> | <b>245,288,608</b> | <b>252,100,576</b> | <b>252,939,163</b>     | <b>838,587</b>    | <b>254,816,714</b>     |
| <b>Net Appropriations</b>   | <b>226,858,941</b> | <b>245,288,608</b> | <b>252,100,576</b> | <b>252,939,163</b>     | <b>838,587</b>    | <b>254,816,714</b>     |
| Non-General Fund Reserves   |                    | 12,945,039         |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>226,858,941</b> | <b>258,233,647</b> | <b>252,100,576</b> | <b>252,939,163</b>     | <b>838,587</b>    | <b>254,816,714</b>     |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>1,367.0</b>     | <b>1,341.0</b>     | <b>1,235.0</b>     | <b>1,212.0</b>         | <b>(23.0)</b>     | <b>1,212.0</b>         |
| <b>Funded FTE</b>           | <b>1,232.8</b>     | <b>1,209.7</b>     | <b>1,127.4</b>     | <b>1,094.8</b>         | <b>(32.6)</b>     | <b>1,094.8</b>         |

## Administration and Financial Services (6601P)

### Program Locator

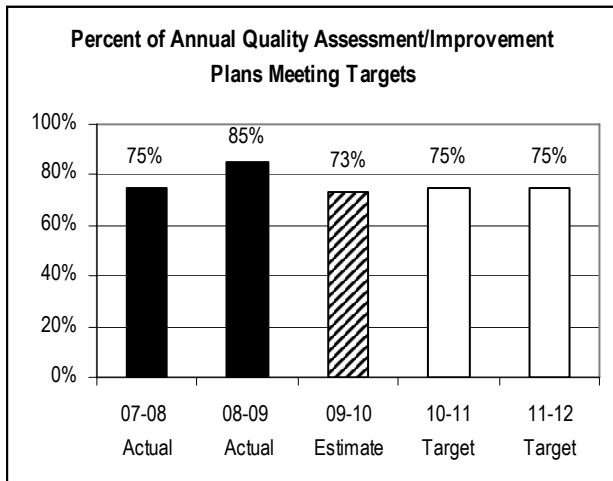
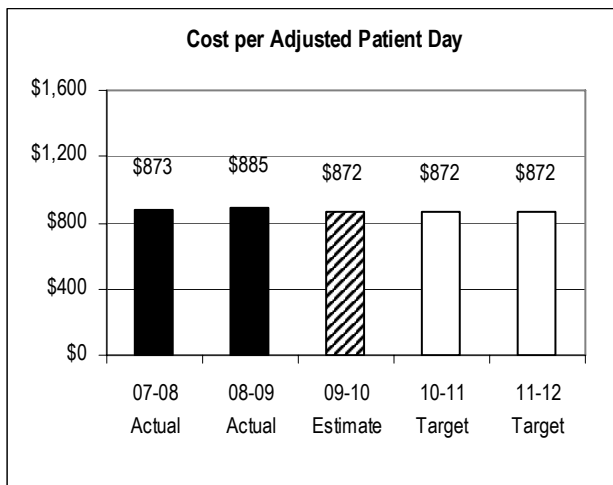
- County
  - Healthy Community
    - San Mateo Medical Center
      - ▷ **Administration and Financial Services**
        - Patient Care Services
        - Psychiatry Services
        - Ancillary and Support Services
        - Long-Term Care Services
        - Ambulatory Services

engaged staff, regulatory compliance, financial responsibility, and appropriate utilization of technology and communications.

### Services and Accomplishments

Administrative and Quality Management Services contributes to the Shared Vision of a Healthy Community by 2025 by providing executive leadership for the Medical Center to ensure that the Medical Center is moving towards its mission of providing excellent healthcare for residents of San Mateo County regardless of their financial situation. Administrative Services analyzes financial data and provides accounting information and recommendations to both executive leadership and middle management. It also maintains financial and operations decision making capability off-hours as needed. Quality Management Services provides analytical, clerical, facilitative, and investigative support for the various programs and services throughout the Medical Center. The four main tasks of Quality Management Services include quality-issue case investigations, regulatory compliance, program performance improvement, and quality control support. Services include investigation, reporting, and resolution of quality-issue events and unusual occurrences that occur throughout the Medical Center; data abstraction for regulatory agencies including the Joint Commission, the California Department of Health, the Collaborative Alliance for Nursing Outcomes (CALNOC), the California Hospital Assessment and Reporting Task force (CHART), and others; and conducting studies, data collation, analysis, and report generation for the various programs and services throughout the Medical Center.

### Headline Measures



The following are major accomplishments in the current year:

- Successfully participated in two California Health Care Safety Net Institute's Lean Core Measure Improvement Initiatives, which focuses on improving quality and value while simultaneously eliminating waste and inefficiency. The first initiative specifically deals with the management of congestive heart failure patients with the objective of decreasing the all-cause 30-day readmission rate for Congestive Heart Failure (CHF) patients. The second initiative centers around the operating room with improvements related to surgery scheduling and venous thromboembolism prophylaxis and prevention
- Successfully participated in a Specialty Clinic Redesign project which improves cycle times, wait times, and no show rates related to the Medical Specialty Clinics. The Quality Management Service was responsible in providing data analysis and report writing expertise. The Specialty Clinic Redesign project effected improvements in cycle times and show rates as well as patient satisfaction
- Successfully reorganized the Finance Division which significantly increased the financial analysis and decision support capability of the Medical Center
- Implemented the Revenue Cycle Committee which works to improve billing and reimbursement processes. Going forward,

### Program Outcome Statement

The Administration and Quality Management Services Program provides support to a wide range of external and internal customers including managers, employees, patients, and providers to ensure high quality medical care, recruitment and retention of a fully-

- the Medical Center will be able to recoup a much higher proportion of its expenditures
- Developed a New Patient Access Database system to improve tracking and resolution of patients waiting for a New Patient Appointment in Primary Care

### Story Behind Performance

Administrative Services underwent further reorganization to improve revenue cycle efficiency and charge capture. Administrative Services expanded the Finance Division of the Medical Center, hiring one Chief Finance Officer, a Revenue Cycle Director, a Controller, and two Management Analysts. A Revenue Cycle Committee was established to streamline reimbursement and revenue collection operations. Some of the improvements already implemented include the Treatment Authorization Requests (TARs) directly from the Medical Center to the appropriate office, establishing a new policy that strongly encourages patients to apply for a healthcare provision or insurance program, and expedites clearing and resolution of cases with problematic bills and charges. The cost per adjusted patient day declined slightly in FY 2009-10 to \$872 and is expected to remain flat next year.

The Medical Center has instituted several plans and projects designed to improve annual net income by increasing revenue and decreasing expenditures. Some of these projects include the Lean Core Measures Improvement Initiative, the Specialty Clinics Redesign Project and ongoing implementation of the Ambulatory Electronic Medical Records System, the current phase extending to the Specialty Clinics as well as Primary Care satellite clinics. The Medical Center has also expanded use of the Decision Support System (DSS), a computer program and database system which was previously under utilized. The DSS system will increase the amount of available data for analysis and planning; one particular improvement is the availability of both clinical and financial data on specific queries on a level that has never before been achieved.

The percent of Quality Assessment Plans meeting targets had declined from FY 2007-08 to FY 2008-09 mainly due to new assessment processes. In FY 2007-08, Quality Plans were graded by the Executive Management Team (EMT) and more feedback was provided to the different services and units. While the percentage of plans meeting targets decreased initially, the trend is favorable as many of the services and units are gradually putting performance improvement projects in place. Going forward, however, Quality Plans will become a priority and grades will be based on how well each division or unit meets or fails to meet their pre-determined target.

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

- To effectively collect, compile, and analyze large amounts of data from a variety of disparate and sometimes isolated data sources to meet the expectations of both internal and external stakeholders
- To improve performance on all publicly reported measures, ultimately to be within the top 10 percentile of hospitals with regards to publicly reported quality measures

- To sustain satisfactory service delivery in the face of diminishing financial resources and increasing operational costs

### Program Objectives

Administrative and Quality Management Services will meet performance targets by doing the following:

#### Monitor all Quality Plans by June 30, Annually

- Support Medical Center programs and services by updating and reviewing quality plans on an annual basis
- Review quality measures for relevance and develop new measures as required
- Ensure quality plans are presented to the Quality Improvement Committee on an annual basis

#### Achieve 75% of Quality Plans Meeting Performance Targets

- Continue EMT evaluation of Quality Reports with feedback to the various services
- Organize follow-up procedures to monitor and improve on specific quality measures that do not meet targets

## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of Quality Assessment / Improvement Plans being monitored             | 15                   | 15                   | 15                     | 15                   | 15                   |
| <b>How Well We Do It (Quality / Efficiency)</b>                              |                      |                      |                        |                      |                      |
| Percent of program service areas achieving peer service satisfaction targets | ---                  | 65%                  | 80%                    | 75%                  | 75%                  |
| Cost Per Adjusted Patient Day  | \$873                | \$885                | \$872                  | \$872                | \$872                |
| Annual net income  | 0%                   | 0%                   | 0%                     | 0%                   | 0%                   |
| Number and percent of Quality Assessment / Improvement Plans meeting targets | 15 / 75%             | 12 / 85%             | 11 / 73%               | 12 / 75%             | 12 / 75%             |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                              |                      |                      |                        |                      |                      |
| Percent of success in achieving treatment goals <sup>(1)</sup>               | 42%                  | 87%                  | 90%                    | 75%                  | 75%                  |

<sup>(1)</sup> Several performance improvement initiatives including form modification, staff and physician education, and a new abstraction workflow process were implemented during the later part of FY 2007-08 and have increased treatment goal success.

## Administration and Financial Services (6601P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 204.0             | 172.0             | 145.0              | 144.0                  | (1.0)             | 144.0                  |
| <b>Funded FTE</b>         | 203.5             | 171.6             | 149.9              | 143.3                  | (6.5)             | 143.3                  |
| <b>Total Requirements</b> | 62,446,732        | 86,262,668        | 72,571,482         | 68,030,161             | (4,541,321)       | 68,289,378             |
| <b>Total Sources</b>      | (104,523,574)     | (87,196,724)      | (88,809,847)       | (95,458,134)           | (6,648,287)       | (93,580,583)           |
| <b>Net County Cost</b>    | 166,970,306       | 173,459,392       | 161,381,329        | 163,488,295            | 2,106,966         | 161,869,961            |

### Discretionary Net County Cost

There is a Net County Cost in this program because gross patient revenue (before contractual allowances and estimated write-offs) is budgeted within individual program cost centers where services are rendered; contractual write-offs (reductions to gross revenue) by payor category are centrally budgeted in this program. The County's General Fund contributions to the San Mateo Medical Center are also centrally budgeted as revenue sources in this budget.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; inflation for purchased services, and inflation for supplies and other non-labor expenditures. These appropriation increases will provide needed support for the medical and administrative programs of the Medical Center. The decreases in revenue reflect the increase in contractual write-offs, effectively reducing gross patient revenue.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (278,068)       | 1,538,946      | 0                   | 0        | 1,817,014       | 0         |

### 2. Adjustments to Reflect Operational Requirements

Revenues have been decreased as a result of the drop in the long-term care revenue, realignment sales tax, and the Mental Health memorandum of understanding. The \$2 million grant fund from the Sequoia Health Care District was moved to the Willow Clinic to align revenues and expenses. A portion of the County contribution was also moved to the Medical Center's Capital unit to fund required technology and other system upgrades. The Health Plan of San Mateo (HPSM) risk share supplemental revenue was decreased and recognized as Intergovernmental Transfer (IGT) revenue under loan proceeds. Due to an accounting change related to the Medi-Cal Waiver IGT County contribution, revenues and loans to other funds have been reduced. While most Administrative and Quality Management Services programs have reduced supplies, Extra Help labor, purchased services, and general administrative expenditures in an effort to eliminate the budget deficit. These reductions were partially offset by the Access Care for Everyone (ACE) and ACE County third-party agreement fee portion and costs for non-contracted hospital service being recognized in this budget unit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (12,651,156)    | (5,315,392)    | 0                   | 0        | 7,335,764       | 0         |

### 3. Revenue Cycle Improvements

The Medical Center will re-engineer the revenue cycle resulting in faster, more accurate billing, and increased reimbursements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 4,000,000       | 0              | 0                   | 0        | (4,000,000)     | 0         |

### 4. Commercial Contract Terminations

Contracts with commercial or private insurance payers provide for lower, preferred reimbursements rates when the Medical Center has volume with that payer. When no contract is in place, the reimbursement rate is determined by the standard Medical Center rate which would be higher than a contracted rate. Terminated contracts with commercial insurers are expected to result in an increase in reimbursements to the Medical Center.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,095,000       | 0              | 0                   | 0        | (1,095,000)     | 0         |

### 5. Service Charge Rates Increase

The Medical Center will be reviewing the Charge Description Master, which is the rate schedule, and updating pricing as necessary to maximize reimbursements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 500,000         | 0              | 0                   | 0        | (500,000)       | 0         |

**6. Federally Qualified Health Center Rate Increase**

Revenues have been increased due to an increase in Federally Qualified Health Center (FQHC) rates for services provided by the clinics.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 435,937         | 0              | 0                   | 0        | (435,937)       | 0         |

**7. Ancillary Services Revenue Increase**

Revenues have been increased due to an increase in patient volume for Physical Therapy, Occupational Therapy, Speech Therapy and Laboratory services. No additional appropriations are necessary to accommodate these patient volume increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 250,000         | 0              | 0                   | 0        | (250,000)       | 0         |

**8. Automated Records Transcription Savings**

Contract transcription services have been reduced due to the implementation of the Ambulatory Electronic Medical Record (AEMR) system.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (432,000)      | 0                   | 0        | (432,000)       | 0         |

**9. Workforce Reduction to Meet Budget Target**

A vacant Medical Program Manager position has been deleted to meet Net County Cost reduction targets. This will have minimal impact on service delivery as this position has been vacant for over a year.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (258,819)      | 0                   | 0        | (258,819)       | (1)       |

**10. Teledermatology Contract Savings**

Expenditures for teledermatology services have been reduced based on expected savings with a new contract.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (70,000)       | 0                   | 0        | (70,000)        | 0         |

**11. Finance Staffing Realignment**

A vacant Management Analyst III position in the Financial Planning and Analysis Unit has been deleted and a Senior Accountant position has been added to address growing responsibilities in the Unit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (4,056)        | 0                   | 0        | (4,056)         | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (6,648,287)     | (4,541,321)    | 0                   | 0        | 2,106,966       | (1)       |



## **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

### **12. Adjustments to Provide Current Level of Services**

Budget adjustments have been made to meet performance targets: inclusion of merit and health benefit cost increases. The Medical Center expects to make up this gap with net revenue increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,877,551       | 259,217        | 0                   | 0        | (1,618,334)     | 0         |

## Patient Care Services (6610P)

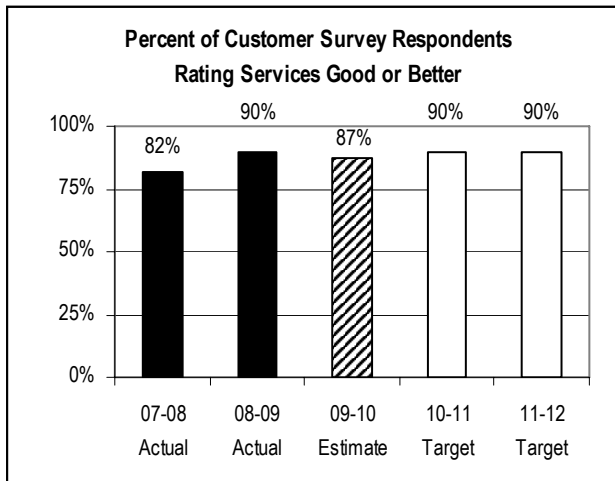
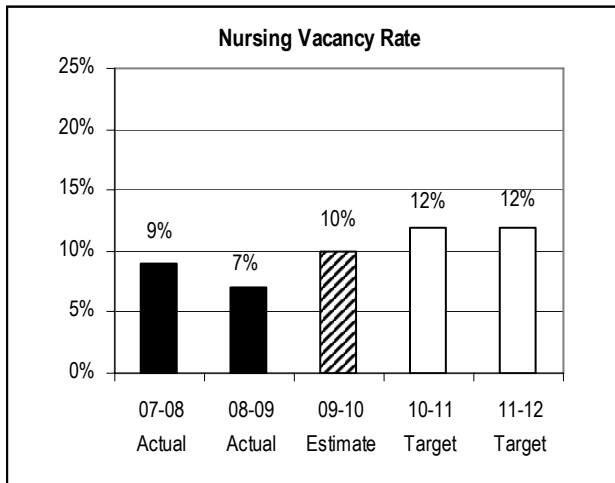
### Program Locator

- County
  - Healthy Community
    - San Mateo Medical Center
      - Administration and Financial Services
      - ▷ **Patient Care Services**
      - Psychiatry Services
      - Ancillary and Support Services
      - Long-Term Care Services
      - Ambulatory Services

### Services and Accomplishments

Patient Care Services contributes to the Shared Vision of a Healthy Community by 2025 by providing inpatient and outpatient medical care for San Mateo County residents, which includes the Intensive Care Unit (ICU), Medical / Surgical, Operating / Recovery Room, Endoscopy Unit, Emergency Room, Infusion Center, and Keller Center for Domestic Violence Intervention. Patient Care has a total licensed occupancy of 64 medical-surgical beds, 7 Intensive Care Unit beds, 3 Operating Rooms, and 15 Emergency Room beds. Contract physicians provide services for the Emergency Room (ER) and Surgical Specialties.

### Headline Measures



### Program Outcome Statement

Patient Care Services provides medical and surgical services to residents of San Mateo County in order to intervene in medical crises, promote patient health and well being, and return and restore patients to their optimal level of function.

The following are major accomplishments in the current year:

- Participated in a project that incorporated the Toyota Production System in Healthcare. With grant money from the Safety Net Institute, improved compliance with the core measures regarding Deep Vein Thrombosis (DVT) prevention in the surgical patient and instituted error-proofing measures to ensure compliance, resulting in 100% compliance with this measure
- Improved the scheduling of cataract surgery by the Surgery Schedulers in the Clinic by reducing the wait time for surgery, with the anticipated reduction from 18 months to 15 weeks for patients needing cataract surgery. Implemented the Urgent Care Clinic (UCC), which received a commendation from the STARS awards committee. The UCC provides a valuable service for patients with lower acuity urgent conditions and decompresses ED volumes
- Participated in the Congestive Heart Failure (CHF) LEAN Project to decrease CHF patient readmission rate
- Standardized Patient education process for all units including the clinics and implemented Patient education packets and participated in the DVT LEAN project together with the Surgery Department to improve compliance with DVT prophylaxis post surgery, and implemented Post-op DVT prophylaxis form for all patients coming from Surgery Department
- Implemented the Palliative Care Program which is a multi-disciplinary committee which seeks to improve the care of patients at the end of life and those needing specialized comfort care and includes education of Palliative Care policies to ICU staff

### Story Behind Performance

While the number of inpatient days and surgeries has increased year over year, the proportion of Administrative Days to inpatient days has actually stabilized. In fact, the number of Administrative Days is projected to meet or exceed targets by the end of FY 2009-2010. The Medical Center continues to do well with regards to meeting nursing ratios at the Medical Surgical Unit and ICU. Nurse staffing ratios are mandated by California state law and staffing ratios can be challenging to meet because of unexpected absences or sudden increases in patient admissions. The vacancy rate in FY 2009-10 is 10%, which is within the industry standard.

The percentage of patients with pneumonia receiving Pneumococcal vaccination has decreased this year due to several factors including implementation issues with the electronic medication administration system and physician compliance. Some of the recent improvements are expected to positively impact the measure by the end of the fiscal year. An improvement following modification of the Medicine Routine Admit Orders is also anticipated.

Patient satisfaction is an important performance measure and several improvements were implemented to advance the patient experience. A sound detection meter was installed to measure noise levels with automatic alerts for staff when the unit becomes too loud. Staffing shortages in ancillary services may be increasing work load on inpatient nursing which can translate to less time per patient. Patient satisfaction is monitored closely and has become a priority during the FY 2009-10, with 87% of clients rating services good or better.

Emergency Department (ED) volumes are at record highs wherein staff and infrastructure resources at the ED are stretched to capacity. ED volumes are closely associated with the unemployment rate of the County as well as access and availability to primary care providers. To decompress the ED, an Urgent Care Clinic was opened to serve patients coming to the Medical Center for less acute complaints. While ED volumes were not substantially decompressed because of a concurrent increase in patient volume, the clinic represents a fine community resource for patients with less acute medical conditions who do not have access to a primary care provider.

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

- To handle increasing patient volume due to the ongoing economic crisis
- To maintain adequate nursing staff for compliance with the California State Mandated Staffing Nursing Ratio requirements in the face of a projected increase in nursing turn-over rates
- To increase patient satisfaction scores despite increasing patient volume, and limited resources and space, particularly in the Emergency Department
- To improve Pneumococcal vaccination rates for Pneumonia patients and other Core Measure compliance rates despite increasing volume and limited staff

**Program Objectives**

Patient Care Services will meet performance targets by doing the following:

Achieve California State Nursing Ratio for the Medical-Surgical Inpatient Unit and ICU at 90% Compliance

- Continue targeted advertising and recruitment for hard-to-fill areas such as the Operating Room
- Use placement registry nurses only on an as-needed basis
- Continue to work with schools in the Bay Area and workforce coalitions to increase the number of nursing school graduates
- Conduct continuous recruitment, hiring, and retention of nursing staff

Achieve an Overall Customer Satisfaction Rate of at Least 90%

- Focus on improving the Patient Experience
- Maintain utilization of the third Operating Room as workload necessitates
- Implement plans to improve patient flow through Emergency Room, Intensive Care Unit, Medical-Surgical Unit, and Surgical Services with the use of the Code Surge Capacity Policy

Reduce Administrative Days to Less than 10% of Total Patient Days

- Continue to reduce Administrative Days in the Medical-Surgical Unit and increase utilization of other clinical services to ensure appropriate level of care is provided to patients in a timely manner

Improve Pneumococcal Vaccination Rates for Pneumonia Patients

- Modify the Medicine Routine Admit orders and provide feedback to staff who fall out of compliance

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of inpatient days <sup>(1)</sup>   | 27,775               | 12,912               | 12,636                 | 13,323               | 13,323               |
| Number of surgeries   | 2,379                | 2,506                | 2,560                  | 2,575                | 2,575                |
| Number of Administrative Day Patients   | 2,580                | 1,453                | 1,414                  | 1,095                | 1,095                |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Nursing vacancy rate  | 9%                   | 7%                   | 10%                    | 12%                  | 12%                  |
| Percent of time state nursing ratio is met for Medical-Surgical and Intensive Care Units within 24 hour periods | ---                  | 90%                  | 97%                    | 90%                  | 90%                  |
| Percent of inpatient days by payor source:  |                      |                      |                        |                      |                      |
| - County  | 16%                  | 32%                  | 34%                    | 34%                  | 34%                  |
| - Medi-Cal / Medicare   | 76%                  | 59%                  | 51%                    | 50%                  | 50%                  |
| - Other payor sources   | 8%                   | 9%                   | 7%                     | 16%                  | 16%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of patients with pneumonia that have received a pneumococcal vaccination                                | 46%                  | 72%                  | 68%                    | 75%                  | 75%                  |
| Percent of customer survey respondents rating services good or better   | 82%                  | 90%                  | 87%                    | 90%                  | 90%                  |

<sup>(1)</sup> The decline in inpatient days beginning in FY 2008-09 is a result of the separation of Psychiatry Services from Patient Care Services.

**Patient Care Services (6610P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 179.0             | 180.0             | 172.0              | 170.0                  | (2.0)             | 170.0                  |
| <b>Funded FTE</b>         | 154.8             | 156.3             | 149.7              | 147.0                  | (2.7)             | 147.0                  |
| <b>Total Requirements</b> | 35,763,955        | 36,175,399        | 35,931,116         | 37,931,399             | 2,000,283         | 38,088,576             |
| <b>Total Sources</b>      | 103,282,040       | 99,569,590        | 94,010,323         | 103,613,950            | 9,603,627         | 103,613,950            |
| <b>Net County Cost</b>    | (67,518,085)      | (63,394,191)      | (58,079,207)       | (65,682,551)           | (7,603,344)       | (65,525,374)           |

**Discretionary Net County Cost**

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Patient Care Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; inflation for Extra Help, Registry Labor, purchased services, supplies and other non-labor expenditures. These appropriation increases will provide needed support for the patient care programs of the Medical Center.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 4,317,576       | 1,672,431      | 0                   | 0        | (2,645,145)     | (1)       |

### 2. Adjustments to Reflect Operational Requirements

Gross patient revenues have been adjusted to align to prior years' performance and projected volumes. While most Patient Care Services divisions have reduced requirements for Extra Help, overtime and general administrative expenditures in an effort to meet the budget reduction target, these reductions have been offset by increases in surgical supplies and physician contract requirements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 5,286,051       | 790,169        | 0                   | 0        | (4,495,882)     | 0         |

### 3. Peripherally Inserted Central Catheter Services

Peripherally Inserted Central Catheters (PICC) services require special training and certification, and have been performed using contract labor. Contract expenditures for PICC services have been reduced as the Medical Center staff will be trained and certified to insert PICCs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (175,000)      | 0                   | 0        | (175,000)       | 0         |

### 4. Staffing Adjustment

A vacant Clinical Services Manager position has been deleted. A thorough review of the Patient Care unit's staffing requirement determined that the elimination of this position will have minimal impact on service delivery. Savings from this position will be used to offset the addition of an Administrative Services Manager position in Ambulatory Services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (157,587)      | 0                   | 0        | (157,587)       | (1)       |

### 5. Extra Help Reduction

Extra Help has been reduced due to increases in efficiencies and productivity, focusing on smoother patient flow from the time of admission to discharge.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (129,730)      | 0                   | 0        | (129,730)       | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 9,603,627       | 2,000,283      | 0                   | 0        | (7,603,344)     | (2)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and health benefit cost increases. The Medical Center expects to make up this gap with modest net revenue increases.

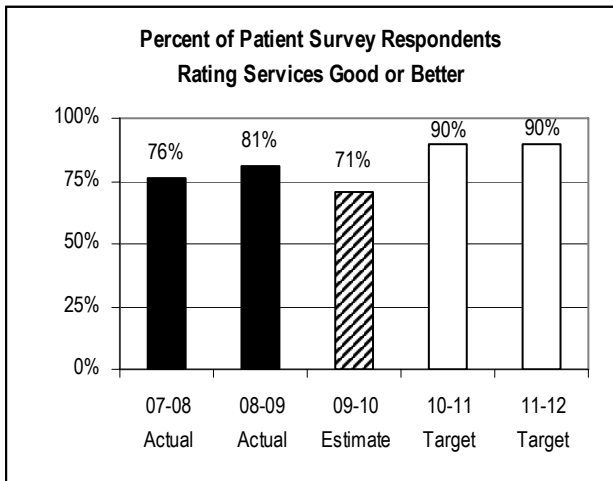
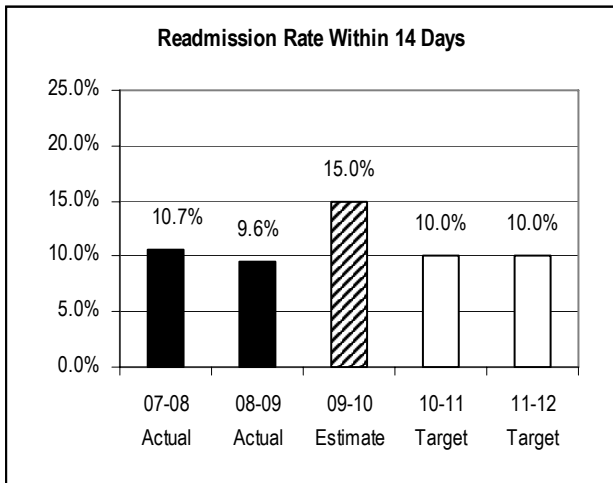
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 157,177        | 0                   | 0        | 157,177         | 0         |

## Psychiatry Services (6620P)

### Program Locator

- County
  - Healthy Community
    - San Mateo Medical Center
      - Administration and Financial Services
      - Patient Care Services
      - ▷ **Psychiatry Services**
        - Ancillary and Support Services
        - Long-Term Care Services
        - Ambulatory Services

### Headline Measures



### Program Outcome Statement

The San Mateo Medical Center Psychiatry Program provides excellent, safety-net psychiatric care in the emergency, inpatient, and consultation / liaison settings in support of the recovery and improved mental health of adults and children and their families.

### Services and Accomplishments

The Psychiatry Program contributes to the Shared Vision of a Healthy Community by 2025 by supporting the mental health needs of individuals and families at the San Mateo and Burlingame Long-term Care campuses of San Mateo Medical Center (SMMC) through three main service lines: Psychiatric Emergency Services, an inpatient acute psychiatric hospital unit and the Medical-Psychiatry Program. Working in close partnership and in consultation with the outpatient and inpatient general medical staff of SMMC, and with Behavioral Health and Recovery Services (BHRS) clinical and administrative personnel, the Psychiatry Program advocates for the mental health needs of the community; focuses attention and develops resources to implement clinical programs that directly meet those needs; participates in the ongoing, inter-service quality improvement and business enhancement efforts at SMMC; serves as liaison to community mental health organizations; and provides intensive and clinically rich professional training for individuals in the process of becoming psychiatrists, psychologists, and other mental health professionals.

Psychiatric Emergency Services (PES) is a 24-hour hospital psychiatric emergency room situated adjacent to the SMMC Emergency Department. PES offers emergency and urgent psychiatric evaluation, mental health care, and referrals for adults and children experiencing distress due to mental illness, psychological crisis, substance abuse, and / or medical illness.

The inpatient psychiatric unit at SMMC located on Ward 3AB provides acute-level nursing and medical care to adults experiencing severe, acute psychobehavioral dysfunction and to patients whose complex mental health, physical health, substance-related, and / or socio-economic problems delay placement at a lower level of care. 3AB provides a safe, healing environment in which these individuals begin their progress toward recovery.

The following are major accomplishments in the current year:

- Implemented Screening and Brief Intervention and Referral to Treatment (SBIRT) Program in the Innovative Care Clinic (ICC) wherein all primary care patients at the ICC get a substance abuse screening and appropriate referral to either the on site Med-Psych Clinic (MPC) or the Alcohol and Other Drug (AOD) counselor
- Improved staffing efficiency by reducing the maximum census of the inpatient Psychiatric Unit (3AB) census to 30 patients
- Implemented daily stand-up rounds at Psychiatric Emergency Services (PES) which is attended by a BHRS liaison to facilitate case management and transfer to the appropriate level of care
- Implemented abstracting and submission of Joint Commission Psychiatry Core Measures data for acute psychiatric units. Data shall be reported out at the Quality Improvement Committee (QIC) on a quarterly basis. Feedback from the committee will be used to further improve quality of care

- Expanded psychiatric and mental health services at the Burlingame Long-Term Care (BLTC) campus wherein over 66% of BLTC patients are followed by the Medical-Psychiatry Program

### Story Behind Performance

Quality monitoring of the Psychiatry Program was enhanced by the abstraction of Psychiatry Core Measures abstracting. Key areas of psychiatric patient care including multiple anti-psychotic medication prescriptions and justification, restraint and seclusion, patient strengths, and post discharge care planning were evaluated with data abstracted by the Quality Management Division and reported as part of the Programs Quality Plan to the Quality Improvement Committee. Close monitoring of the Psychiatry Core Measures shall improve overall care at the 3AB unit and increase patient safety.

The number of inpatient days on 3AB is favorable mainly due to census management. Maintaining a 30-bed census increases staffing efficiency as well as safety on the unit. As the inpatient census is decreased, there is usually a natural increase in waiting time at PES; however, it is even more impressive that the Psychiatry Program has managed to meet its target of no more than 5.5% of patients staying beyond 24 hours in PES. Managing PES lengths of stay was achieved successfully through implementation of daily PES stand-up rounds and close collaboration with a BHRS liaison.

The Medical-Psychiatry Program has expanded dramatically over the past year to streamline and improve psychiatric services delivery. The outpatient Medical-Psychiatry Clinic has approximately doubled the number of clinic visits and groups it conducts. At the San Mateo campus, inpatient Medical-Psychiatry services now routinely include psychologists and psychology interns, thereby offering near-immediate availability of neuropsychological testing and psychological counseling. Mental health services at the Burlingame Long-Term Care facility was further expanded and now serves more than two-thirds of all the patients residing at the facility.

Patient satisfaction surveys, patient complaints and patient requests for physician changes are analyzed and reported out at monthly quality meetings. Statistical trends, individual complaints and requests are dealt with in a timely and expeditious manner. One important patient satisfaction issue is cleanliness of the unit. This is a difficult problem as custodial services are only available for seven hours a day on a 24-hour unit wherein patients can soil the unit at any time off-hours. Several strategies are being developed to address this issue. Surveys completed in FY 2009-10 reported 71% of clients rated services good or better.

Psychiatric recidivism rates or readmission rates are industry indicators to measure the appropriateness of discharge and the effectiveness of care given in a particular facility. A readmission rate that is too high suggests that patients are being prematurely discharged; in contrast, a readmission rate that is too low suggests that many patients may be lost to follow-up and post-discharge resources may be deficient. The Psychiatric readmission rate has declined in FY 2009-10, due to census management. The projected

readmission rate within 14 days is 15% for FY 2009-10, up from 10% the prior two fiscal years.

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

- To develop and expand staff awareness and skills in the areas of wellness and recovery, co-occurring disorders, motivational interviewing, cultural competence, and violence prevention-particularly regarding patient and staff safety
- To locate and / or develop improved resources at less expensive, lower levels of care, appropriate to the complex needs of our patients
- To collaborate effectively with BHRS and other outpatient service providers and with non-psychiatric services at San Mateo Medical Center

### Program Objectives

Psychiatry Services will meet performance targets by doing the following:

#### Achieve an Overall Customer Satisfaction Rate of at Least 90%

- Train and regularly refresh all staff in wellness and recovery skills and motivational interviewing
- Create and implement an updated patient satisfaction tool
- Work with client focus groups to identify client needs and program improvements

#### Continue Training All Permanent Staff in Wellness and Recovery and Co-Occurring Disorders

- Review and revise training seminar and refresher curriculum
- Seek input from staff as to the most effective training methods and clinically-relevant skills
- Seek input from consumers as to effective content



**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>                                |                      |                      |                        |                      |                      |
| Number of inpatient days   | 11,445               | 11,500               | 9,688                  | 10,220               | 10,220               |
| Number of Psychiatric Emergency Services visits                      | 3,136                | 2,927                | 3,372                  | 3,250                | 3,250                |
| <b>How Well We Do It (Quality / Efficiency)</b>                      |                      |                      |                        |                      |                      |
| Percent of Psychiatric Emergency Services stays beyond 24 hours      | 7.6%                 | 4.8%                 | 4.0%                   | 5.5%                 | 5.5%                 |
| Percent of services by payor source:                                 |                      |                      |                        |                      |                      |
| - County   | 22%                  | 29%                  | 29%                    | 30%                  | 30%                  |
| - Medi-Cal / Medicare  | 75%                  | 69%                  | 70%                    | 69%                  | 69%                  |
| - Other payor sources  | 3%                   | 2%                   | 1%                     | 1%                   | 1%                   |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                      |                      |                      |                        |                      |                      |
| Readmission rate within 14 days                                      | 10.7%                | 9.6%                 | 15%                    | 10.0%                | 10.0%                |
| Percent of patient survey respondents rating services good or better | 76%                  | 81%                  | 71%                    | 90%                  | 90%                  |

**Psychiatry Services (6620P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 82.0              | 82.0              | 77.0               | 78.0                   | 1.0               | 78.0                   |
| Funded FTE                | 66.4              | 69.3              | 65.9               | 66.0                   | 0.1               | 66.0                   |
| <b>Total Requirements</b> | 12,069,243        | 12,486,080        | 12,791,807         | 13,732,722             | 940,915           | 13,797,128             |
| <b>Total Sources</b>      | 20,653,659        | 20,506,373        | 20,349,549         | 17,081,752             | (3,267,797)       | 17,081,752             |
| <b>Net County Cost</b>    | (8,584,416)       | (8,020,294)       | (7,557,742)        | (3,349,030)            | 4,208,712         | (3,284,624)            |

**Discretionary Net County Cost**

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Psychiatry Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; inflation for Extra Help, Registry Labor, purchased services, supplies and other non-labor expenditures. These appropriation increases will provide needed support for psychiatry care programs of the Medical Center.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 936,219         | 691,317        | 0                   | 0        | (244,902)       | 1         |

### 2. Adjustments to Reflect Operational Requirements

Revenues have been decreased to align gross patient revenues with prior years' performance and projected volumes. Extra Help and Registry Labor have been increased to meet service needs. Part of these increases are offset by a reduction in overtime as well as reductions in supplies, purchased services and general administrative expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (4,204,016)     | 355,273        | 0                   | 0        | 4,559,289       | 0         |

### 3. Extra Help Reduction

Extra Help has been reduced due to productivity and efficiency improvements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (105,675)      | 0                   | 0        | (105,675)       | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (3,267,797)     | 940,915        | 0                   | 0        | 4,208,712       | 1         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

### 4. Adjustments to Reflect Operational Requirements

Budget adjustments have been made to meet performance targets: inclusion of merit and health benefit cost increases. The Medical Center expects to make up this gap with modest net revenue increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 64,406         | 0                   | 0        | 64,406          | 0         |

## Ancillary and Support Services (6640P)

### Program Locator

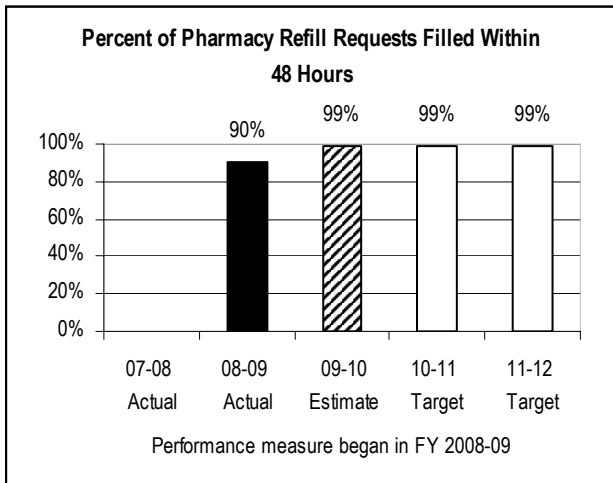
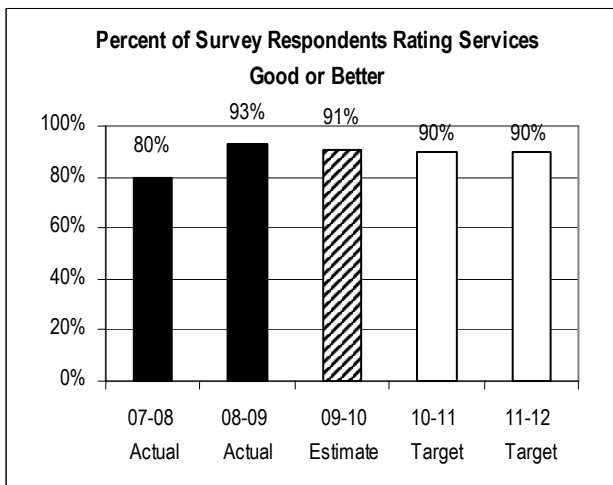
- County
  - Healthy Community
    - San Mateo Medical Center
      - Administration and Financial Services
      - Patient Care Services
      - Psychiatry Services
      - ▶ **Ancillary and Support Services**
        - Long-Term Care Services
        - Ambulatory Services

clean facilities in a fiscally responsible manner to ensure the health and well-being of clients, patients, and staff.

### Services and Accomplishments

The Clinical Ancillary and Support Services Program (CASS) contributes to the Shared Vision of a Healthy Community by 2025 by supporting other clinical programs at the San Mateo Medical Center (SMMC). CASS includes six Clinical Ancillary Services: Diagnostic Imaging, Laboratory, Pharmacy, Rehabilitation and Creative Arts Recreation Therapy, Respiratory Therapy, and Food and Nutrition Services Unit (FNS) as well as six Support Services including Materials Management, Environmental Services, Facilities and Engineering, Safety, Security, and Biomedical Engineering. The SMMC clinical staff is supported through the collective efforts of this broad Program in order to provide inpatient, outpatient, and long-term care services to residents of San Mateo County. In addition, CASS partners with other County programs to achieve mutual performance objectives.

### Headline Measures



The following are major accomplishments in the current year:

- Completed the installation of a VCT Lightspeed 64 Slice CT Scanner, which significantly improves the quality of images and diagnostic capability by opening a new range of exams that were previously not available, such as CT Angiography. The new CT Scanner replaces an underutilized fluoroscopic unit and has increased productivity and decreased the back log of patients from several weeks to two days
- Implemented the e-Prescribing system which handles more than 18,000 prescriptions electronically, cutting down on the use of paper and eliminating handwriting legibility issues. The implementation of e-Prescribing has significantly improved accuracy, workflow, and productivity of the Pharmacy
- Expanded the Pharmaceutical Patient Assistant Program (PAP) wherein certain low-income patients are able to receive their medications free from drug manufacturers. Largely through the work of its referral coordinator, PAP is on track to save the Pharmacy Division approximately 1.1 million dollars that it would otherwise have to spend on procuring patient medications. The PAP was commended in a recent County STARS award ceremony for their efforts in serving low-income patients
- Completed the Ron Robinson Senior Care Center (Phase I), relocation of EKG / EEG / RT projects and received beneficial occupancy
- Partnered with the Laboratory's blood supplier to provide physician and staff education for Blood Management; improving utilization of transfused blood products and reduced associated costs by 33%

### Program Outcome Statement

The Clinical Ancillary and Support Services Program (CASS) is made up of two individual services: Clinical Ancillary Services, which performs diagnostic imaging, laboratory, pharmacy, and rehabilitation services; and Support Services, which provides safe,

### Story Behind Performance

There are many challenges to improving patient satisfaction scores in the current economic environment. Staffing shortages have increased patient wait times impacting overall program satisfaction

ratings. To counter this, the functional units of Clinical Ancillary and Support Services Program are working in conjunction with senior management, quality management, financial services, information services, personnel, and contracts to improve service delivery and improve the patient experience. Goals include ensuring that services are accessible, culturally appropriate, cost effective, and financially viable, in compliance with all federal and state regulations and are focused on quality and "best practices" and accountable through the ongoing use of performance indicators and patient satisfaction outcomes. The percent of survey respondents rating services good or better in FY 2009-10 is projected to be 91%.

Patient satisfaction data were analyzed and dissatisfaction was noted to be mainly due to extended wait times in the Radiology and Pharmacy units. Implementation of strategies to decrease wait times include informing patients of average wait times upon arrival, regularly updating patients of unforeseen events that could lead to extended visit times, and offering patients the opportunity to reschedule their visit. Data indicate that these strategies have improved overall satisfaction in Ancillary and Support Services. Updating patients of wait times has particularly proven to increase patient satisfaction. For the Diagnostic Imaging Division specifically, there was a dramatic increase from FY Q3 2008-2009 to FY Q4 2008-2009 which was maintained through FY Q1 2009-2010.

Pharmacy Refill Processing Turn-Around Time is an industry quality measure and has been added as a new measure for FY 2009-10. SMMC Pharmacy fills prescriptions for patients and clients of SMMC who are seen at the 39th Avenue clinics. The Pharmacy fills about 11,000 prescriptions per month, one-third of which are refills. Refill turn-around times have improved for three consecutive fiscal years through better organization and prioritization of staff workflow as well as the implementation of technology such as a voice activated refill request system and a prescription filling robot. Using telephone and computer-based technology, the pharmacy has improved the turnaround time to refill prescriptions so that more than 90% of refill requests are completed within 24 hours.

Several examples of efforts to improve patient satisfaction relate to the Food and Nutrition Services Unit (FNS). The FNS has undertaken several programs to provide meals to children, seniors, acute care patients, and long-term care residents. Two new measures have been included that relate to the number of meals served and the percent of meals provided at regulatory temperatures to underscore the importance of this Program. The Child Nutrition Program serves healthy nutritious meals to 1,000 children at forty sites for a total of 260,000 meals annually. The Meals on Wheels Program serves 300 seniors approximately 78,000 meals annually. FNS recently installed a Cook-Chill system which allows meals to be prepared and cooked once a day and then chilled and thawed during meal times. This was in contrast to meal preparation three times a day. There were some implementation issues related to the taste as well as the accuracy of meal trays; however, these were addressed and corrected in a timely manner. The Cook-Chill system provides a more efficient and less expensive meal preparation process and provides a valuable service for inpatients throughout the Health System. FNS, in working with the Lean Core Measures initiative,

developed meal substitution protocols and diet holiday processes for Long-Term Care patients who are dissatisfied with their menu, further improving patient satisfaction while at the same time maintaining patients on their required special diet.

The average turn-around time for radiology results, which is measured from the time an x-ray study is completed to the time the results are transcribed and available, has deteriorated during the first half of FY 2009-2010 mainly due to installation and construction of the CT machine. Further delays were caused by film borrowing and off-hours procedures. Turn-around time fails to meet current target, but with installation of the new CT scan machine completed, the Diagnostic Imaging Division expects to see a dramatic improvement in FY 2010-11.

SMMC uses a wide variety of equipment ranging from oxygen flow meters to surgical lasers. Maintenance and repair of this equipment is a major undertaking and is contracted out to General Electric. To avoid instances of equipment breakdown, timely preventive maintenance of equipment is a mandated regulatory compliance issue. Two new measures related to preventive maintenance tasks have been added for this purpose and the SMMC, through its vendor, General Electric, has out-performed regulatory requirements.

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

- To manage increasingly violent patients in the psychiatric unit. The level of violent patients has increased, while the number of staff in the unit has stayed the same. This has sometimes necessitated one-to-one supervision of patients by security staff, greatly adding to the expense in the unit
- To upgrade current diagnostic imaging equipment from film-based to digital-capture; the upgrade has large one-time capital costs but improved efficiencies long-term
- To upgrade electronic monitoring and recording equipment throughout the facility to meet the current amount of cameras and alarms running on them. The system is currently overloaded with too many cameras and alarms and insufficient server capacity

#### **Program Objectives**

Clinical Ancillary and Support Services will meet performance targets by doing the following:

##### Achieve an Overall Customer Satisfaction Rate of at Least 90%

- Provide results of patient satisfaction surveys to providers and hospital staff
- Achieve 3-point mean increase with Press-Ganey Customer Satisfaction Survey results
- Improve meal delivery time by 90% or greater
- Increase meal temperature accuracy to 90% or greater

##### Implement a Blood Management Program by June 30, 2011

- Significantly reduce the use of blood and overall costs by 10%
- Improve patient outcomes by reducing the number of blood transfusions

- 
- Continue to enhance quality data and security measures related to blood transfusion safety

Continue to Implement and Monitor Supply Cost Savings Initiatives

- Coordinate with staff and physicians to achieve savings in Materials Management and Laboratory supplies expense
- Reduce cost of medical supplies by 15% and continue to maintain \$500,000 in on-going cost reductions
- Continue to explore options to reduce energy usage
- Improve coding compliance by 10%

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of lab tests  | 349,821              | 415,814              | 423,108                | 423,108              | 423,108              |
| Number of imaging procedures   | 54,194               | 55,424               | 55,842                 | 54,460               | 54,460               |
| Number of total pharmacy orders  | 1,143,358            | 1,012,609            | 1,081,798              | 1,067,044            | 1,067,044            |
| Number of meals served <sup>(1)</sup>  | ---                  | 694,065              | 531,588                | 638,407              | 638,407              |
| Number of preventive maintenance tasks scheduled <sup>(1)</sup>                                | ---                  | 5,490                | 5,462                  | 6,000                | 6,000                |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of pharmacy refill requests filled within 48 hours <sup>(1)</sup>                      | ---                  | 90%                  | 99%                    | 99%                  | 99%                  |
| Average hour turnaround time for radiology results <sup>(1)</sup>                              | ---                  | 6:09                 | 9:00                   | 8:00                 | 8:00                 |
| Percent of meals provided at regulatory temperatures <sup>(1)</sup>                            | ---                  | 100%                 | 100%                   | 100%                 | 100%                 |
| Percent of preventive maintenance tasks completed within regulatory time frames <sup>(1)</sup> | ---                  | 98%                  | 100%                   | 95%                  | 95%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of patient customer survey respondents rating services good or better                  | 80%                  | 93%                  | 91%                    | 90%                  | 90%                  |

<sup>(1)</sup> Performance Measure began FY 2008-09.

### **Ancillary and Support Services (6640P) Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 237.0             | 250.0             | 239.0              | 229.0                  | (10.0)            | 229.0                  |
| <b>Funded FTE</b>         | 232.3             | 243.9             | 234.6              | 225.0                  | (9.6)             | 225.0                  |
| <b>Total Requirements</b> | 49,543,121        | 48,999,452        | 50,293,290         | 51,041,140             | 747,850           | 51,562,526             |
| <b>Total Sources</b>      | 78,031,102        | 77,635,337        | 77,179,500         | 77,745,923             | 566,423           | 77,745,923             |
| <b>Net County Cost</b>    | (28,487,981)      | (28,635,885)      | (26,886,210)       | (26,704,783)           | 181,427           | (26,183,397)           |

## Discretionary Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Clinical Ancillary and Support Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and inflation for Extra Help, Registry Labor, purchased services, supplies and other non-labor expenditures. These appropriation increases will provide needed support for the ancillary programs of the Medical Center.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,977,635       | 3,647,324      | 0                   | 0        | (330,311)       | 0         |

#### 2. Adjustments to Reflect Operational Requirements

Revenues have been decreased to align gross patient revenues with prior years' performance and projected volumes. Most departments within the Clinical Ancillary and Support Services have reduced requirements for supplies, purchased services, overtime, and general administrative expenditures in an effort to reduce costs to meet the budget reduction target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (3,549,907)     | (1,711,112)    | 0                   | 0        | 1,838,795       | 0         |

#### 3. Workforce Reduction to Meet Budget Target

In order to meet budget reduction targets, eight vacant positions have been deleted: one Clinical Laboratory Scientist II, two Imaging Specialists, one Lead Radiologic Technician, one Patient Services Assistant, one Physical Therapist II, one Custodian, and one Food Service Worker II. A thorough review of the clinical ancillary and support staffing requirements determined that the elimination of these positions would have minimal impact on service delivery.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (765,630)      | 0                   | 0        | (765,630)       | (8)       |

#### 4. Vacant Position Freezes

A vacant Laboratory Assistant II position and a vacant Occupational Therapist II position have been frozen to reduce labor expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (213,450)      | 0                   | 0        | (213,450)       | 0         |

**5. STD / HIV Program Workforce Adjustment**

One filled Physician Assistant position has been transferred from the Medical Center to Public Health. Prior to the transfer, Public Health paid the Medical Center for part of the Physician Assistant's time. The Physician Assistant provides treatment and medication adherence, and pharmacologic education to patients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (156,783)      | 0                   | 0        | (156,783)       | (1)       |

**6. Workforce Consolidation**

The responsibilities of an Electrograph Technician and a Respiratory Technician have been combined and one vacant Electrograph Technician position has been deleted. The workforce consolidation is not expected to impact services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (77,499)       | 0                   | 0        | (77,499)        | (1)       |

**7. Free Prescription Drug Program**

The Medical Center will work with pharmaceutical companies to supply certain drugs at no charge for underserved populations. An appropriation for Extra Help and ancillary costs have been added to administer this program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 138,695         | 25,000         | 0                   | 0        | (113,695)       | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 566,423         | 747,850        | 0                   | 0        | 181,427         | (10)      |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and health benefit cost increases. The Medical Center expects to make up this gap with modest net revenue increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 521,386        | 0                   | 0        | 521,386         | 0         |



## Long-Term Care Services (6680P)

### Program Locator

- County
  - Healthy Community
    - San Mateo Medical Center
      - Administration and Financial Services
      - Patient Care Services
      - Psychiatry Services
      - Ancillary and Support Services
- ▷ **Long-Term Care Services**
  - Ambulatory Services

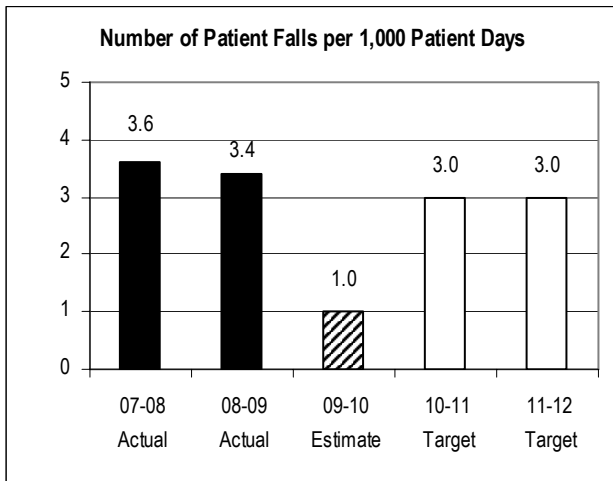
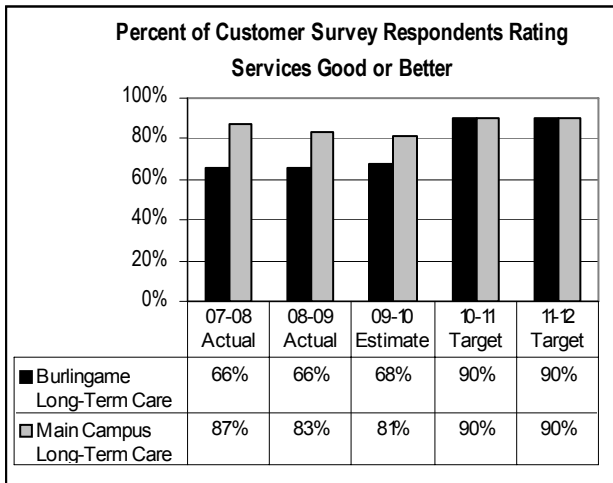
### Services and Accomplishments

LTC Services contributes to the Shared Vision of a Healthy Community by 2025 by operating two Skilled Nursing Facilities (SNF) providing long-term nursing care and rehabilitation on a 24 / 7 basis. The two campuses have a combined licensed occupancy of 345 beds—San Mateo Medical Center (SMMC) Long Term Care with 64 beds (32 active) and Burlingame Long-Term Care (BLTC) with 281 beds. Both campuses provide skilled rehabilitation, skilled nursing, end-of life care, hospice care, maintenance and restorative nursing, wound care, and intravenous therapy. The population consists of approximately 80% long-term care and 20% rehabilitation patients.

The following are major accomplishments in the current year:

- Achieved compliance with all state regulations governing long-term care campuses in annual California State Department of Public Health surveys, with no substandard care identified
- Implemented a Cook-Chill system of food delivery at BLTC wherein food is cooked at the Medical Center, chilled and then stored at BLTC
- Achieved a decrease in the percentage of patients with moderate to severe pain over the last three quarters
- Achieved a 0% prevalence of low-risk patients with pressure ulcers and a prevalence rate for high risk patients that outperforms both state and national averages
- Achieved a 0% incidence rate for patients with New Fractures

### Headline Measures



### Program Outcome Statement

Long-Term Care (LTC) Services provides licensed nursing care and rehabilitation services on a 24-hour basis to residents 18 years and older so that their long-term health care needs are met with dignity and privacy in a safe, comfortable, and compassionate environment.

### Story Behind Performance

The average daily census of the 1A Long-Term Care (LTC) unit on the SMMC campus currently meets the target of an average daily census of 30 but the Burlington Long-Term Care unit is three percent below the target of 260.

The number of falls per 1000 patient days has declined significantly from 3.4 in FY 2008-2009 to 1.0 during the first half of the first half of FY 2009-2010. Much of the high number of falls in FY 2008-2009 were due to only a very few patients who frequently fell and refused any interventions to prevent them from falling. These patients, through a tremendous case management effort, have since been discharged or transferred to more appropriate levels of care, thus affecting the Program's fall rate.

Patient satisfaction is somewhat improved from FY 2008-2009, but one of the key areas of concern continue to be satisfaction with regards to food taste and delivery. Many patients are on special diets that are low in salt and may taste rather bland. Also, there were several implementation issues with regards to the new Cook-Chill system that had to be addressed. Food satisfaction has suffered during implementation but will continue to increase as the Cook-Chill system is further refined. The implementation of a substitution menu should also address dissatisfaction with menu items while maintaining proper diet for certain patients. Furthermore, the implementation of diet holidays wherein patients can voluntarily and

temporarily go off their bland special diets for a short period of time is expected to further improve patient satisfaction. Other work being done includes tray accuracy improvement efforts to address patients with special dietary requests that were not always getting their orders filled accurately. The percent of customer survey respondents in FY 2009-10 rate services good or better at Burlington Long-Term Care is 68% and at the Main Campus Long-Term Care is 81%.

The delivery of care is continually monitored through a quality improvement process by the nursing staff and other members of an interdisciplinary team. This contributes to customer satisfaction, patient safety, and meeting regulatory requirements. Customer satisfaction data is available annually and reviewed by the interdisciplinary team. Corrective actions are instituted to ensure that a resident's long term care needs are met and identified issues are resolved.

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

- To increase and maintain the necessary patient census volume at Burlingame Long-Term Care (BLTC) to meet financial projections and budgetary requirements
- To continue performance improvement efforts with regards to Minimum Data Set measures that underperform state and national averages, namely MDS 8.1 (Percentage of Residents with Moderate to Severe Pain) and MDS 10.2 (Prevalence of Antianxiety and Hypnotic Use)
- To further improve patient satisfaction, specifically with regards to food satisfaction

**Program Objectives**

Long-Term Care Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rate of at Least 90% at Main Campus and BLTC

- Review prior survey results and develop and monitor corrective plans
- Ensure all systems and programs are in place to meet patient safety and regulatory requirements

Outperform both State and National Minimum Data Set (MDS) Averages in 65% of MDS measures at Main Campus and BLTC

- Ensure that all MDS measures are being accurately collected
- Continue broad based performance improvement projects to improve MDS scores relative to state and national benchmarks

Reduce Patient Falls at SMMC and BLTC Campuses to 3.0 per 1,000 Patient Days at Main Campus and BLTC

- Continue the success of the Falling Leaves project in identifying residents who are at greater risk of falls by ensuring that 95% of staff receive training on an annual basis
- Continue to inspect equipment such as wheelchairs and walkers for proper operation
- Ensure installation of safety devices such as bed alarms

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>                                      |                      |                      |                        |                      |                      |
| Average daily census   |                      |                      |                        |                      |                      |
| - Burlingame Long-Term Care  | 261                  | 260                  | 260                    | 264                  | 264                  |
| - Main Campus Long-Term Care   | 32                   | 30                   | 30                     | 31                   | 31                   |
| <b>How Well We Do It (Quality / Efficiency)</b>                            |                      |                      |                        |                      |                      |
| Percent of minimum data set measures exceeding state and national averages | 62%                  | 59%                  | 65%                    | 65%                  | 65%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                            |                      |                      |                        |                      |                      |
| Number of patient falls per 1,000 patient days                             | 3.6                  | 3.4                  | 1.0                    | 3.0                  | 3.0                  |
| Percent of customer survey respondents rating services good or better:     |                      |                      |                        |                      |                      |
| - Burlingame Long-Term Care  | 66%                  | 66%                  | 68%                    | 90%                  | 90%                  |
| - Main Campus Long-Term Care   | 87%                  | 83%                  | 81%                    | 90%                  | 90%                  |

**Long-Term Care Services (6680P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 272.0             | 272.0             | 256.0              | 247.0                  | (9.0)             | 247.0                  |
| Funded FTE                | 219.6             | 216.1             | 209.1              | 198.5                  | (10.6)            | 198.5                  |
| <b>Total Requirements</b> | 29,188,011        | 30,264,058        | 28,566,549         | 27,894,519             | (672,030)         | 28,144,674             |
| <b>Total Sources</b>      | 68,329,297        | 67,083,619        | 69,997,242         | 63,514,472             | (6,482,770)       | 63,514,472             |
| <b>Net County Cost</b>    | (39,141,286)      | (36,819,562)      | (41,430,693)       | (35,619,953)           | 5,810,740         | (35,369,798)           |

**Discretionary Net County Cost**

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Long-Term Care Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and inflation for Extra Help, purchased services, supplies and other non-labor expenditures. These appropriation increases will provide needed support for the long term care programs of the Medical Center.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,224,620       | 1,160,474      | 0                   | 0        | (2,064,146)     | 0         |

### 2. Adjustments to Reflect Operational Requirements

Revenues have been decreased due to the reduction in Burlingame Long Term Care's (BLTC) average daily census. Appropriations have been adjusted to reflect additional operational needs primarily in Extra help and overtime. Reductions have been made to several non-critical patient care expenditures to meet the budget reduction target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (9,707,390)     | (1,291,709)    | 0                   | 0        | 8,415,681       | 0         |

### 3. Workforce Reduction to Meet Budget Target

Five vacant Medical Service Assistant II positions and two vacant Licensed Vocational Nurse positions have been deleted to meet the budget reduction target. A thorough review of the Medical Center's staffing requirements determined that the elimination of these positions would have minimal impact on service delivery.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (312,741)      | 0                   | 0        | (312,741)       | (7)       |

### 4. Long Term Care - Hours of Care Reduction

A vacant Medical Services Assistant II and a vacant Charge Nurse position have been deleted with the reduction of hours of care provided in the Long-Term Care unit in the main campus.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (228,054)      | 0                   | 0        | (228,054)       | (2)       |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (6,482,770)     | (672,030)      | 0                   | 0        | 5,810,740       | (9)       |

## **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and health benefit cost increases. The Medical Center expects to make up this gap with modest net revenue increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 250,155        | 0                   | 0        | 250,155         | 0         |

## Ambulatory Services (6850P)

### Program Locator

County

Healthy Community

San Mateo Medical Center

Administration and Financial Services

Patient Care Services

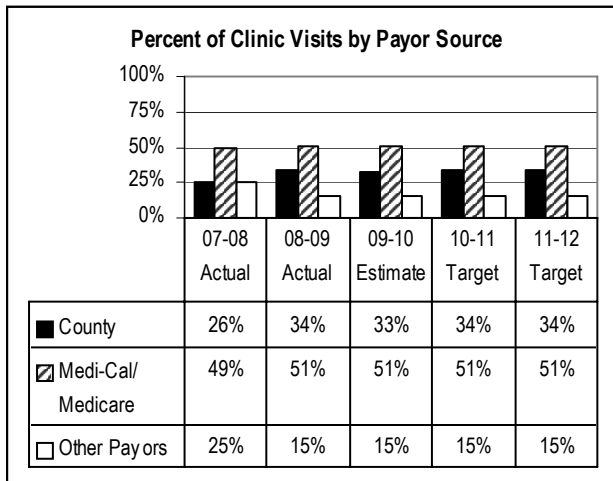
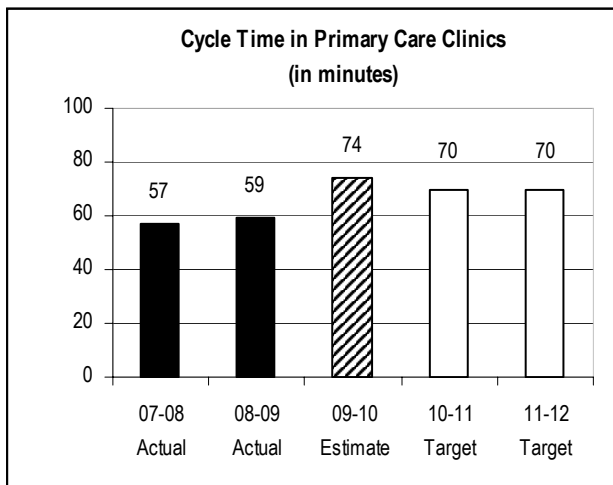
Psychiatry Services

Ancillary and Support Services

Long-Term Care Services

▶ **Ambulatory Services**

### Headline Measures



### Program Outcome Statement

Ambulatory Services provides high quality, patient focused, outpatient care services through a system of community-based clinics throughout the County. The Division provides primary care and chronic disease management services for adults and children as well as a full spectrum of medical and surgical specialty care that is

(1) patient centered, (2) culturally competent, (3) outcomes based, and (4) chronic disease-focused while continually striving to open doors to health care for those who have traditionally encountered access barriers.

### Services and Accomplishments

Ambulatory Services Program (ASP) contributes to the Shared Vision of a Healthy Community by 2025 by operating 11 clinics throughout the County that provide primary healthcare, preventive services, and limited public health services. Geographically, this includes three North County Clinics (Daly City Clinic, South San Francisco Clinic, and Daly City Youth Health Center); the Mid-County clinics (Main Campus Clinics, Ron Robinson Senior Care Center, and Coastside Clinic), and five South County clinics (Willow Clinic, Fair Oaks Clinic, Fair Oaks Children's Clinic, Sequoia Teen Wellness Center, and the Methadone Clinic). At the Main Campus Clinics, a full range of medical and surgical sub-specialty services are provided. Ambulatory Services also works with the Health System's Edison Clinic located at San Mateo Medical Center's Main Campus to provide HIV, STD, and general infectious disease services.

The following are major accomplishments in the current year:

- Implemented an electronic medical record system at all primary care clinics
- Opened an Urgent Care Clinic to decompress the Emergency Department
- Received a Sequoia Hospital District donation of \$4 million dollars for provision of care to patients in the District
- Applied for and received a \$400,000 grant for a Mobile Dental Van from American Recovery and Reinvestment Act (ARRA) funds
- Received \$1.7 million dollars in federal stimulus funding to expand services to low income patients in the Coastside area. Existing Coastside Clinic moved to larger, renovated space on the second floor of its building

### Story Behind Performance

The Ambulatory Services Program (ASP) is the major provider of outpatient medical care to indigent persons residing in San Mateo County with approximately 235,000 visits. It serves as the safety-net provider for the medically underserved, uninsured and underinsured members of a culturally diverse population. ASP patients consist largely of the working poor and their families who are often non-English speaking persons. Services are provided by a culturally diverse and multilingual staff of physicians, nurses, and clerical support personnel. In the absence of national or state level solutions to the problem of the rising number of uninsured individuals, ASP addresses the increased need for care through a combination of productivity improvement, cost reduction, aggressive linking of patients to available payor sources, and seeking of external grant

funding to be able to continue to meet the needs of the community in a high quality manner.

More than 90% of patients rate overall service quality as “good” or “better.”

The identification of payor sources is an important component for the Ambulatory Services Program. This information is critical to maintaining the financial health of the Medical Center. Through the expanded use of Community Health Advocates and partnerships with the Human Services Agency, more and more patients are screened for eligibility and, if appropriate, are linked to state and federal funding sources to reduce the reliance on the County General Fund. The data indicate that an increasing percentage of outpatient visits are being attributed as a County payor source. This result must be further qualified wherein many of these outpatient visits are actually registered under the Access and Care for Everyone (ACE) Program which is a County payor source funded through federal grants and only minimally impacts the County General Fund.

Increasing the number of pediatric visits was an important part of a plan to increase Medical Center revenue. In contrast to adults, all children in the County of San Mateo are covered by insurance through Healthy Kids, Healthy Families, or Medi-Cal. Pediatric visits would therefore have a higher income margin than adult visits. Given its importance, it was added as a performance measure in FY 2009-10. The number of pediatric visits per year is projected to be approximately 60,570 which is very close to stated targets, and represents more than 25% of total outpatient visits program wide.

Access into the clinics remains a challenge. As a way to measure access, a new measurement, time to ‘third next available appointment’ has been added. These are non-urgent, follow-up visits for established patients. This is considered a more accurate assessment of appointment availability rather than simply looking at the ‘next appointment.’ A next available appointment can be created by a cancellation or other occurrence. The ‘third next available appointment’ essentially eliminates those unforeseen events from the measurement and more closely reflects availability of follow-up appointments.

Cycle Times, a Headline Measure started in FY 2009-10, is defined as the amount of time in minutes that a patient spends at the clinic, beginning at the time of arrival and ending when the patient leaves the clinic. Patient wait times have been patient satisfaction issues in the past. One project to improve patient satisfaction by decreasing patient wait times has been Cycle Time management. The target was set at an overall average of 60 minutes for each patient’s visit. Efficient and timely strategies that reduce delays in a patient receiving care are required to shorten cycle times. These strategies include improved registration, scheduling, and discharge procedures, patient care teams, efficient clinic design, and patient visit planning. In addition to improving cycle times, staff update patients regarding anticipated wait times once in the clinics and alert those to unforeseen problems that could lengthen their visit time. Timely updates regarding events that may impact the patient’s cycle time are thought to improve overall satisfaction. Unfortunately, the

recent economic recession has caused significant unemployment in the community, consequently causing an increase in the number of uninsured and underinsured patients. This increase in the number of patients using the County Health System, coupled with implementation of the Ambulatory Electronic Medical Record (AEMR) system, has caused Cycle Times to spike in the first half of FY 2009-2010. Previous experience has shown that any increases in Cycle Time due to AEMR implementation are only temporary and should improve in FY 2010-11 as staff and providers become more comfortable with the system.

The Ambulatory Services Program is able to pursue its goals amidst a culture of innovation and engagement. There is a range of active medical leaders on staff, newer and updated facilities located throughout the County, an integrated system of care, and strong relationships established between the Health Plan of San Mateo and the newly created San Mateo County Health System. In addition, the new Ambulatory Electronic Medical Record will help to more effectively serve patients and meet performance measures.

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

- To meet the growing demand for medical care amidst resource constraints. The wait list for patients seeking to establish care with the County Health System has grown substantially throughout 2009
- To return productivity to pre-AEMR implementation levels
- To manage the cost of indigent health care by increasing non-County payor sources and improving operational efficiencies

#### **Program Objectives**

Ambulatory and Medical Services will meet performance targets by doing the following:

##### Increase the Total Number of Pediatric Visits to 65,000 per Year

- Implement Evening and Weekend Clinics
- Develop a recruitment and hiring plan for providers

##### Return Primary Clinic Productivity Levels to Pre-AEMR Implementation

- Complete AEMR implementation in the Medical and Specialty Clinics
- Train Clinic Staff in use of new system
- Monitor for improved management of chronic diseases

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of clinic outpatient visits   | 218,106              | 233,241              | 236,064                | 244,814              | 244,814              |
| Number of senior center visits   | 9,893                | 11,319               | 9,950                  | 12,000               | 12,000               |
| Number of pediatric visits   | 55,698               | 59,254               | 60,572                 | 65,000               | 65,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Cycle time (in minutes)  | 57                   | 59                   | 74                     | 70                   | 70                   |
| Percent of clinic visits by payor:   |                      |                      |                        |                      |                      |
| - County   | 26%                  | 34%                  | 33%                    | 34%                  | 34%                  |
| - Medi-Cal / Medicare  | 49%                  | 51%                  | 51%                    | 51%                  | 51%                  |
| - Other Payor Sources  | 25%                  | 15%                  | 15%                    | 15%                  | 15%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better  | 98%                  | 95%                  | 93%                    | 90%                  | 90%                  |
| Average length of time (days) between a non-urgent appointment request and the 3 <sup>rd</sup> next available appointment <sup>(1)</sup> | ---                  | ---                  | ---                    | 30                   | 30                   |

<sup>(1)</sup> New performance measure beginning FY 2010-11.

**Ambulatory Services (6850P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 393.0             | 385.0             | 346.0              | 344.0                  | (2.0)             | 344.0                  |
| <b>Funded FTE</b>         | 356.2             | 352.5             | 318.2              | 315.0                  | (3.2)             | 315.0                  |
| <b>Total Requirements</b> | 37,847,879        | 44,045,991        | 51,946,332         | 54,309,222             | 2,362,890         | 54,934,432             |
| <b>Total Sources</b>      | 61,086,417        | 80,635,451        | 79,373,809         | 86,441,200             | 7,067,391         | 86,441,200             |
| <b>Net County Cost</b>    | (23,238,538)      | (36,589,460)      | (27,427,477)       | (32,131,978)           | (4,704,501)       | (31,506,768)           |

**Discretionary Net County Cost**

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Ambulatory and Medical Staff Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.



## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and inflation for Extra Help, purchased services, supplies and other non-labor expenditures. These appropriation increases will provide needed support for the ambulatory service programs of the Medical Center.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 200,240         | 3,667,730      | 0                   | 0        | 3,467,490       | 0         |

### 2. Adjustments to Reflect Operational Requirements

Revenues have been increased to align gross patient revenues with prior years' performance and projected volumes. Grant funding from the Sequoia Health Care District has been included in this budget unit to align the revenues with expenses. Appropriations have been adjusted to reflect additional needs in Extra Help and overtime. These increases have been offset by reductions to several non-critical patient care expenditures in an effort to meet the budget reduction target. The third-party agreement fee for the Access Care for Everyone (ACE) and has been reduced as a portion of the expense has been budgeted in the Administrative Services unit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 6,301,755       | (811,274)      | 0                   | 0        | (7,113,029)     | 0         |

### 3. Comprehensive Perinatal Services Program

The Medical Center will begin a Comprehensive Perinatal Services Program (CPSP) that will be reimbursed at Federally Qualified Health Care (FQHC) rates. An existing vacant position will be filled to support this program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 365,298         | 0              | 0                   | 0        | (365,298)       | 0         |

### 4. Methadone Clinic Efficiency Increase

Revenue has been increased due to an increase in patient volume served at the Methadone Clinic. Additionally, one vacant Community Worker II position has been deleted and one vacant Staff Physician's hours have been reduced as a result of ongoing efficiency efforts in the operation of the clinic.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 113,698         | (132,744)      | 0                   | 0        | (246,442)       | (1)       |

### 5. Women's Health Exams

The Medical Center will offer a Women's Health Exam service, as part of the Pay for Performance agreement with the Health Plan of San Mateo, providing more proactive attention and care to the patient's health. Services will be provided with existing resources.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 86,400          | 0              | 0                   | 0        | (86,400)        | 0         |

**6. Workforce Reduction to Meet Budget Target**

A vacant Staff Physician position in Pediatrics has been deleted to meet the budget reduction target. A thorough review of the Medical Center's staffing requirement determined that the elimination of this Staff Physician position would have minimal impact on service delivery.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (221,427)      | 0                   | 0        | (221,427)       | (1)       |

**7. Vacant Position Freeze**

A vacant Staff Physician position has been frozen to reduce labor expenditures. There will be minimal impact to performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (221,427)      | 0                   | 0        | (221,427)       | 0         |

**8. Long Term Care - Hours of Care Reduction**

A vacant Medical Services Assistant II has been deleted with the reduction of hours of care provided in the Long-Term Care unit at the main campus.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (36,807)       | 0                   | 0        | (36,807)        | (1)       |

**9. Staffing Adjustments - Specialty Clinic Realignment**

A vacant full-time Office Assistant I position has been deleted, and a half-time Patient Services Assistant II position has been added to improve service and prepare for a greater volume of patients in the Speciality Clinic.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (25,080)       | 0                   | 0        | (25,080)        | 0         |

**10. Administrative Services Manager**

An Administrative Services Manager has been added to support patient service delivery. A vacant Clinical Services Manager position in the Patient Care Services Program (6610P) has been deleted to offset this addition.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 143,919        | 0                   | 0        | 143,919         | 1         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 7,067,391       | 2,362,890      | 0                   | 0        | (4,704,501)     | (2)       |

## **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

### **11. Adjustments to Provide Current Level of Services**

Budget adjustments have been made to meet performance targets: inclusion of merit and health benefit cost increases. The Medical Center expects to make up this gap with net revenue increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 625,210        | 0                   | 0        | 625,210         | 0         |

## Medical Center Capital Purchases (6750B)

### Budget Unit Locator

County

Healthy Community

Health Administration

Health Policy and Planning

Emergency Medical Services Fund

Aging and Adult Services

Behavioral Health and Recovery Services

Community Health

Family Health Services

Correctional Health Services

San Mateo Medical Center

▷ **Medical Center Capital Purchases**

### Budget Unit Description

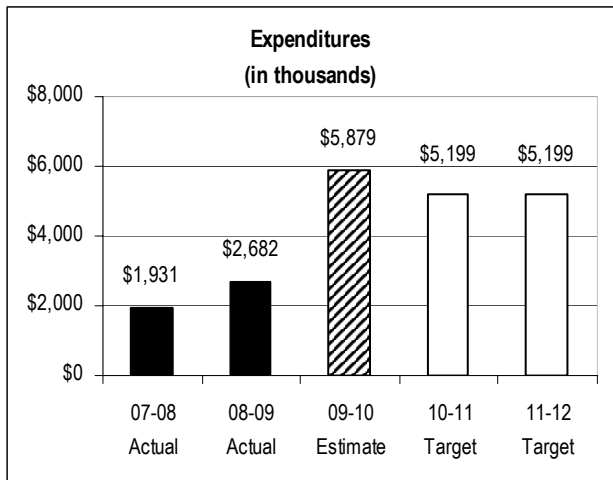
A separate budget unit for capital purchases has been established by the Medical Center. These expenditures were previously shown as Fixed Assets appropriations within the operating budget of the Medical Center.

construction of the Coastside Clinic, the remodeling of the Daly City Clinic, the purchase of a dental van, and required system upgrades.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | (760,320) |
| Appropriations      | (760,320) |
| Intrafund Transfers | 0         |
| Reserves            | 0         |
| Net County Cost     | 0         |
| Positions           | 0         |

### FY 2011-12 Funding Adjustments

No change.



### Discretionary Net County Cost

There is no Net County Cost associated with the Medical Center's capital appropriations. Funding is currently provided by Hospital Foundation and federal grants and the residual balance from the closure of the Medical Center Capital Reserve Fund in FY 2008-09.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: elimination of one-time projects, the renovation of the Emergency Department, the

**Medical Center Capital Purchases (6750B)**  
**Medical Center Enterprise Fund**

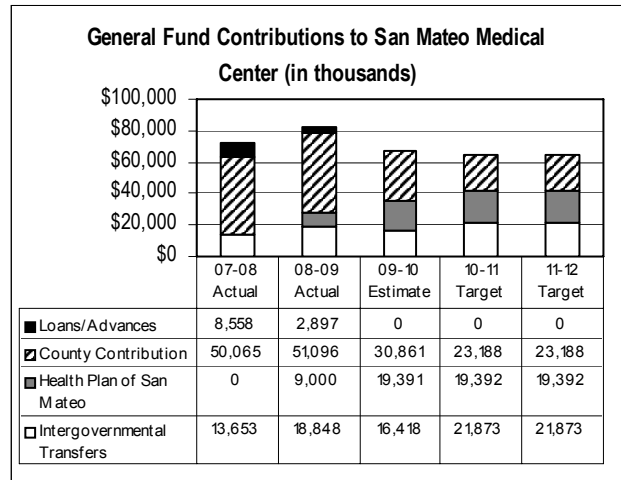
**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues |                   |                   | 2,565,876          | 2,569,556              | 3,680             | 2,569,556              |
| Interfund Revenue          | 18,510            |                   | 171,000            |                        | (171,000)         |                        |
| Miscellaneous Revenue      | 1,253,774         | 2,682,525         | 2,200,000          | 50,000                 | (2,150,000)       | 50,000                 |
| Other Financing Sources    | 658,800           |                   | 943,000            | 2,500,000              | 1,557,000         | 2,500,000              |
| <b>TOTAL SOURCES</b>       | <b>1,931,084</b>  | <b>2,682,525</b>  | <b>5,879,876</b>   | <b>5,119,556</b>       | <b>(760,320)</b>  | <b>5,119,556</b>       |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Services and Supplies      | 325,382           | 208,937           |                    |                        |                   |                        |
| Fixed Assets               | 1,588,830         | 329,257           | 4,114,000          | 2,908,830              | (1,205,170)       | 2,908,830              |
| Other Financing Uses       | 16,873            | 339,179           | 1,765,876          | 2,210,726              | 444,850           | 2,210,726              |
| <b>Net Appropriations</b>  | <b>1,931,084</b>  | <b>877,373</b>    | <b>5,879,876</b>   | <b>5,119,556</b>       | <b>(760,320)</b>  | <b>5,119,556</b>       |
| Non-General Fund Reserves  |                   | 1,805,153         |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>  | <b>1,931,084</b>  | <b>2,682,526</b>  | <b>5,879,876</b>   | <b>5,119,556</b>       | <b>(760,320)</b>  | <b>5,119,556</b>       |

## Contributions to Medical Center (5850B)

### Budget Unit Locator

- County
  - Healthy Community
    - Health System
      - ▷ **Contributions to Medical Center**
        - First 5 San Mateo County
        - Sheriff's Office
        - Message Switch
        - Probation Department
        - District Attorney / Public Administrator
        - Private Defender Program
        - County Support of the Courts
        - Coroner's Office
        - Public Safety Communications
        - Fire Services



### Budget Unit Description

This budget unit contains the General Fund contribution to the San Mateo Medical Center (SMMC) for services provided under Section 17000 of the California Welfare and Institutions Code, which requires the County to provide medical care and public health services to the indigent. SMMC includes a 228-bed acute and long-term care hospital, eleven clinics and the 281-bed Burlingame Long Term Care skilled nursing facility. The Contribution is made up of three components: Intergovernmental Transfers (IGT) to the State for the Medical Center and the Health Plan of San Mateo to qualify for matching state Medicaid / Medi-Cal reimbursement; a payment to the Health Plan of San Mateo to reimburse medical providers including the Medical Center for services provided to ACE clients (Access and Care for Everyone), and a contribution to support the Medical Center's additional indigent care costs.

The General Fund contribution to SMMC is made up of discretionary and non-discretionary funding. Discretionary funds include payments to the Health Plan of San Mateo. Non-discretionary funds include the HPSM IGT and Medi-Cal Waiver funding, both of which draw down additional Medicaid / Medi-Cal funding from the state; and Tobacco Settlement funds, Realignment Vehicle License Fees (VLF) and funding in excess of mandated maintenance-of-effort (MOE) or local match requirements.

### Discretionary Net County Cost

The portion of this budget unit's FY 2010-11 Recommended Budget that is funded by the General Fund is \$64,453,813, of which \$19,391,940 or 30.1% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance of effort or local match requirements.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: Realignment Vehicle License Fee (VLF) state revenues have decreased due to declines in statewide vehicle sales; and the Health Plan of San Mateo Intergovernmental Transfer (HPSM IGT) reimbursement was removed due to an accounting change and the County's matching funds for the HPSM IGT are now part of the County contribution.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (845,433)   |
| Appropriations      | (9,000,000) |
| Intrafund Transfers | 0           |
| Reserves            | 0           |
| Net County Cost     | (8,154,567) |
| Positions           | 0           |

#### 2. General Fund Subsidy Reduction

As part of the structural budget deficit reduction strategy, contributions to the Medical Center are being reduced. In response to growing health care costs, in January 2010, the Board of Supervisors revised the General Fund contributions to the Medical

Center to eliminate the assumption that the contribution will be reduced to \$50 million and instead will allocate budget targets for the Medical Center equivalent to those of other divisions of the Health System. The Medical Center will make up this gap with a combination of revenue increases to improve payor mix, increases in productivity targets for physicians, and reductions in expenditures.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | 0           |
| Appropriations      | (2,116,641) |
| Intrafund Transfers | 0           |
| Reserves            | 0           |
| Net County Cost     | (2,116,641) |
| Positions           | 0           |

**TOTAL FY 2010-11 FUNDING ADJUSTMENTS**

|                     |              |
|---------------------|--------------|
| Revenue/Sources     | (845,433)    |
| Appropriations      | (11,116,641) |
| Intrafund Transfers | 0            |
| Reserves            | 0            |
| Net County Cost     | (10,271,208) |
| Positions           | 0            |

**FY 2011-12 Recommended Budget**

No change.

**Contributions to Medical Center (5850B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues | 12,482,625        | 12,755,011        | 11,479,500         | 10,634,067             | (845,433)         | 10,634,067             |
| Miscellaneous Revenue      | 7,021,850         | 7,133,164         | 7,489,517          | 7,489,517              |                   | 7,489,517              |
| <b>TOTAL SOURCES</b>       | 19,504,475        | 19,888,175        | 18,969,017         | 18,123,584             | (845,433)         | 18,123,584             |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Services and Supplies      | 13,653,946        | 27,848,177        | 38,441,591         | 41,265,068             | 2,823,477         | 41,265,068             |
| Other Charges              | 8,557,803         |                   |                    |                        |                   |                        |
| Other Financing Uses       | 55,064,753        | 62,993,021        | 37,128,863         | 23,188,745             | (13,940,118)      | 23,188,745             |
| <b>TOTAL REQUIREMENTS</b>  | 77,276,502        | 90,841,198        | 75,570,454         | 64,453,813             | (11,116,641)      | 64,453,813             |
| <b>NET COUNTY COST</b>     | 57,772,027        | 70,953,023        | 56,601,437         | 46,330,229             | (10,271,208)      | 46,330,229             |



## First 5 San Mateo County (1950B)

### Budget Unit Locator

County

Healthy Community

Health System

Contributions to the Medical Center

▷ **First 5 San Mateo County**

Sheriff's Office

Message Switch

Probation Department

District Attorney

Private Defender Program

County Support of the Courts

Coroner's Office

Public Safety Communications

Structural Fire

Fire Protection Services

County Service Area #1

### Budget Unit Description

First 5 San Mateo County was created in 1998 with the passage of Proposition 10, the California Children and Families First Act. The Act levied tobacco tax to support an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development to ensure that children are ready to enter school. The Act also created a State Commission and 58 individual county commissions to oversee expenditures and funding priorities. The First 5 San Mateo County Commission is an independent body comprised of nine members, including a member of the Board of Supervisors, the Health System Chief, the Director of the Human Services Agency, the County Superintendent of Schools, and five public members appointed by the Board of Supervisors from the fields of early childhood education, healthcare, and family support.

First 5 San Mateo County (First 5) is committed to maximize the impact of its funding strategies to support children, prenatal through age five, so that they are well positioned to succeed in school and in life. To date, First 5 has invested over \$85 million in young children throughout the County. Recognizing that funds are expected to decrease in future years, First 5 adopted an innovative Long Term Financial Plan in 2001, which is reviewed and updated annually if changes are recommended. The last revision to the Long Term Financial Plan was approved in January 2010. The plan provides a framework to promote a comprehensive and integrated System of Care that includes targeted funding to high priority communities, complemented by countywide strategic efforts. Given limited resources, First 5 has instituted an annual spending threshold that results in a more stable, step-down funding strategy.

During this past year, First 5 San Mateo County began implementing a multi-year Strategic Plan (2009-15) previously approved by First 5 San Mateo County Commission at a public hearing in September

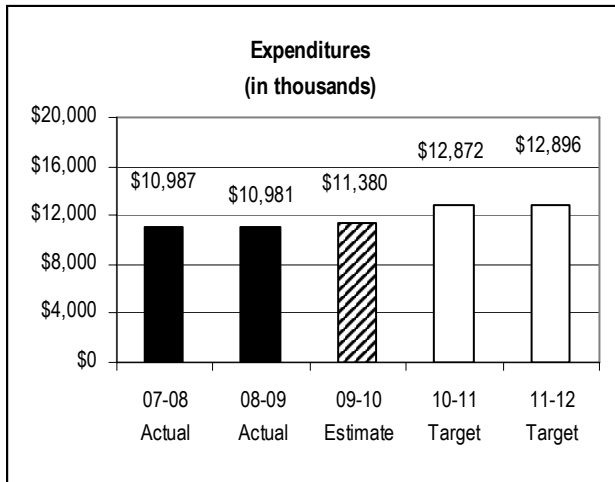
2008. Under an umbrella of eight desired outcomes, the Strategic Plan (System of Care) is organized by four focus areas: Early Learning, Child Health and Development, Family Support and Engagement, and Communication and Systems Change. The 2009-15 Strategic Plan also established a new evaluation approach. This approach uses a single evaluator who works with all grantees. The new design uses common data collection tools and gathers information on the common indicators and outcomes established in the Strategic Plan. This ambitious project will allow First 5 to examine the impact of its funding and activities on the children, families, and service providers served across all grantees.

In FY 2009-10, First 5 released an Invitation To Negotiate for the Bridges to Success (BTS) project, a model based on current research and best practices for school readiness activities. Significant gaps exist among children entering kindergarten regarding their readiness for, and the likelihood of school success. BTS will help close the readiness gap. It is designed around four key components (Ready Children, Ready Families, Ready Communities, and Ready Schools) that will be integrated and provided to communities with low academic performance index scores.

Additional strategic investments of First 5 include Early Childhood Quality Improvement Project (EQuIP), Prenatal-to-Three's home visiting program, the Children's Health Initiative (CHI), and the Healthy Homes Program. The Early Childhood Quality Improvement Project (EQuIP), a comprehensive, countywide quality improvement initiative uses lessons learned from the Preschool for All demonstration project and the strong background that the San Mateo County Office of Education has developed in facilitating program change for early childhood education programs. EQuIP will offer a menu of evidence-based strategies sure to all types of programs (family child care, infant-toddler, preschool, and exempt care). Through the Prenatal-to-Three's home visiting program, home visits, health screenings, and long-term case management services are provided to at-risk families with young children. The Children's Health Initiative provides access to quality healthcare for San Mateo County children. Since July 2003, this has resulted in more than 5,000 children being enrolled in one of three health insurance programs for low-income families. The Healthy Homes Program provides therapeutic intervention and case management services for children zero to five years old and their primary caregiver who have been exposed to family violence.

First 5 San Mateo County primarily contributes to the Shared Vision 2025-Healthy Community by demonstrating support for equal access to educational opportunities, enhances workforce development in the Early Childhood Education field, and recognizes the potential of the County's diverse population. Basic health and safety continues to be promoted for all young children, which in turn, sows the seeds for this County's future prosperity. Shared Vision 2025 brings leaders across boundaries to preserve and enhance the quality of life; therefore, First 5's strategic work begins in the early years with children prenatal to age five and their families. As a funder and leader, First 5 recognizes that its contributions are the

direct result of collaborative efforts and high level of involvement from community partners.



**Net County Cost**

This program is not funded by the General Fund and therefore has no Net County Cost. Operations are fully funded by revenue from First 5 California (formerly The California Children and Families First Commission) Proposition 10 tobacco tax funds.

**FY 2010-11 Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and reductions in state tobacco tax revenue and Reserves. The reduction in Reserves reflects the use of Fund Balance to cover appropriations in excess of revenue projections.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (4,897,696) |
| Appropriations      | 1,491,744   |
| Intrafund Transfers | 0           |
| Reserves            | (6,389,440) |
| Net County Cost     | 0           |
| Positions           | 0           |

**FY 2011-12 Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect merit and health benefit cost increases. The reduction in Reserves reflects the use of Fund Balance to cover appropriations in excess of revenue projections.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (6,365,356) |
| Appropriations      | 24,084      |
| Intrafund Transfers | 0           |
| Reserves            | (6,389,440) |
| Net County Cost     | 0           |
| Positions           | 0           |

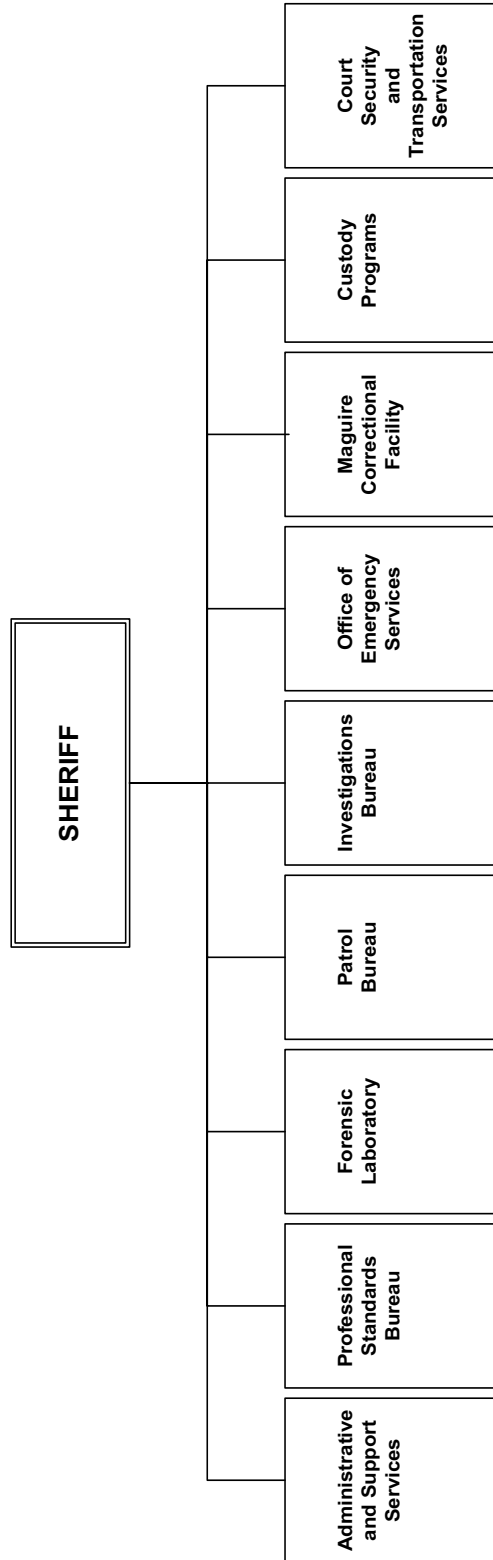
**First 5 San Mateo County (1950B)  
First 5 Fund (Information Only)**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Use of Money and Property     | 1,520,814         | (1,175,088)       | 719,103            | 283,000                | (436,103)         | 283,000                |
| Intergovernmental Revenues    | 9,715,787         | 8,785,519         | 7,630,983          | 6,200,000              | (1,430,983)       | 6,224,084              |
| Miscellaneous Revenue         |                   | 107,904           |                    |                        |                   |                        |
| <b>Total Revenue</b>          | 11,236,602        | 7,718,335         | 8,350,086          | 6,483,000              | (1,867,086)       | 6,507,084              |
| Fund Balance                  | 35,572,468        | 35,822,026        | 32,558,985         | 29,528,375             | (3,030,610)       | 23,138,935             |
| <b>TOTAL SOURCES</b>          | 46,809,070        | 43,540,361        | 40,909,071         | 36,011,375             | (4,897,696)       | 29,646,019             |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 1,080,165         | 1,030,757         | 1,250,000          | 1,262,350              | 12,350            | 1,286,434              |
| Services and Supplies         | 349,246           | 629,102           | 814,500            | 909,000                | 94,500            | 909,000                |
| Other Charges                 | 9,557,633         | 9,321,517         | 9,316,196          | 10,701,090             | 1,384,894         | 10,701,090             |
| <b>Net Appropriations</b>     | 10,987,043        | 10,981,376        | 11,380,696         | 12,872,440             | 1,491,744         | 12,896,524             |
| Contingencies / Dept Reserves |                   | 748,569           |                    |                        |                   |                        |
| Non-General Fund Reserves     | 35,822,026        | 31,810,416        | 29,528,375         | 23,138,935             | (6,389,440)       | 16,749,495             |
| <b>TOTAL REQUIREMENTS</b>     | 46,809,069        | 43,540,361        | 40,909,071         | 36,011,375             | (4,897,696)       | 29,646,019             |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| Salary Resolution             | 12.0              | 12.0              | 12.0               | 12.0                   |                   | 12.0                   |
| Funded FTE                    | 11.5              | 12.0              | 10.9               | 10.8                   | (0.1)             | 10.8                   |

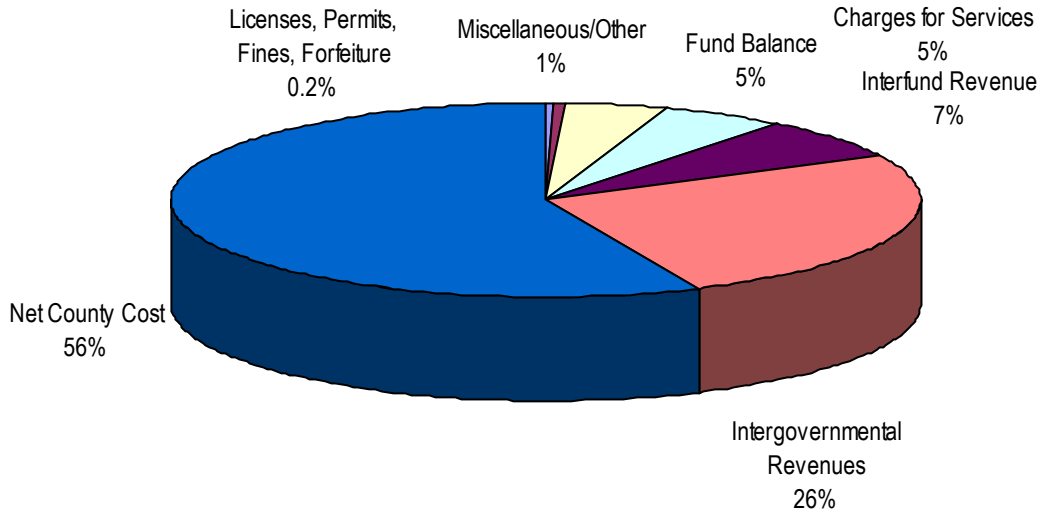
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# SHERIFF'S OFFICE

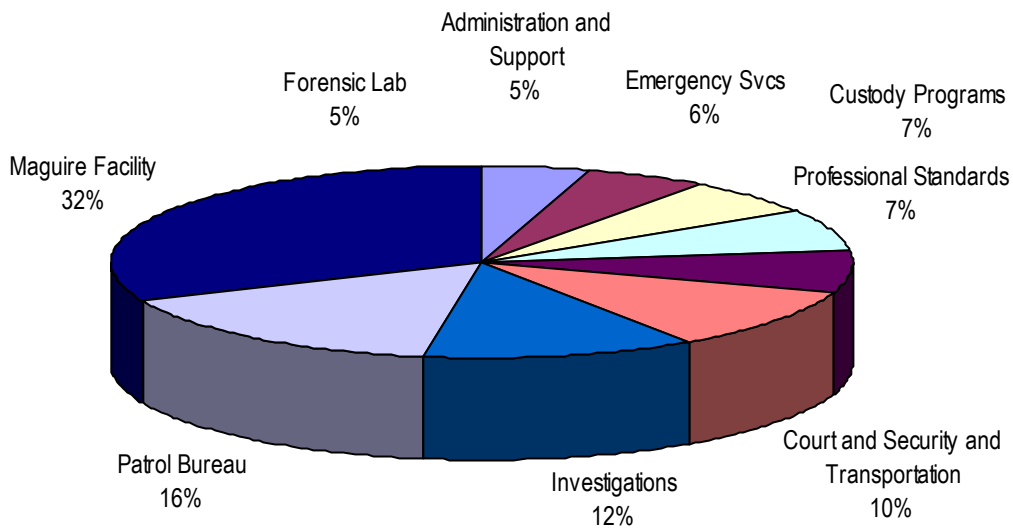


## Sheriff's Office

### FY 2010-11 Recommended Sources



### FY 2010-11 Recommended Requirements



**Department Locator**

- County
  - Healthy Community
    - Health System
    - Contributions to the Medical Center
    - First 5 San Mateo County
  - ▷ **Sheriff's Office**
    - Message Switch
    - Probation Department
    - District Attorney / Public Administrator
    - Private Defender Program
    - County Support of the Courts
    - Coroner's Office
    - Public Safety Communications
    - Fire Services

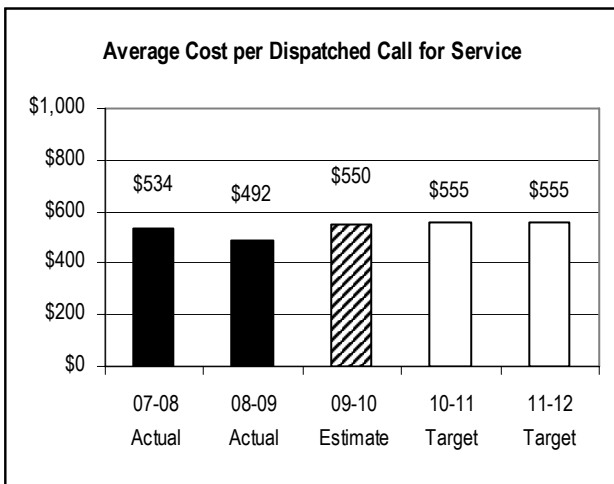
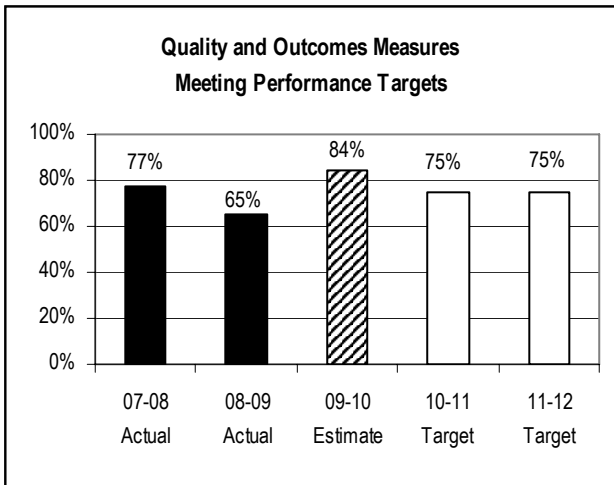
**Department Mission Statement**

The San Mateo County Sheriff's Office protects life and property and preserves the public peace. The Sheriff enforces state laws and County ordinances, prevents crime, supports positive youth development, apprehends criminals, supervises and cares for incarcerated prisoners, coordinates emergency services, processes civil actions, and provides security for the Court, Health Services, County employees, SamTrans / Caltrain, and the public visiting County facilities. The Sheriff's Office is committed to providing effective professional law enforcement services in a humane and cost-efficient manner, while supporting positive development within our communities and our youth population.

**Contributions to Shared Vision 2025 Goals (Fiscal Years 2005 – 2009)**

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health care and seamless services

**Department Measures**



- **Child Safety Seat Education Program**  
Provided installation assessments and education to parents and caregivers for the safe and secure use of vehicle child safety seats, serving over 150 families annually throughout the County.
- **Community Substations**  
Established or expanded Sheriff's patrol community substations in Moss Beach, Moonridge, Eichler Highlands, Woodside and North Fair Oaks to provide a local resource point and increase law enforcement visibility in County communities.
- **Drug Endangered Children**  
Established and implemented the Drug Endangered Children (DEC) Program to provide a drug intervention and case management protocol for all San Mateo County children exposed to the ill effects of illicit drugs.
- **Domestic Violence Firearms Compliance Unit**  
Established and implemented the Domestic Violence Firearms Compliance Unit which was funded by a State Department of Justice grant that expires June 30, 2010. Alternative sources of funding are being sought to continue this program. The Unit ensures that no firearms remain in the possession of persons convicted of domestic violence. The Unit has seized or has received over 280 weapons since the program began in May of 2007.
- **Public Transit Patrol**  
Established and expanded the Sheriff's Transit Police Bureau in partnership with SamTrans and the Peninsula Joint Corridor Commuter Rail Service (Caltrain), serving approximately 60,000 bus and rail riders on the Peninsula through an investment of 13 Sheriff's personnel. The Unit was recently downsized from 15 Sheriff's personnel, as part of a budget reduction at the District.
- **Motorcycle Traffic Patrol**  
Established a dedicated motorcycle traffic patrol unit with two officers to assist California Highway Patrol with traffic

enforcement in response to community requests for increased traffic enforcement services, alleviating congestion in high traffic areas.

- **Forensic Laboratory Services Re-Design**

Effectively re-engineered the County Forensic Laboratory in partnership with the City-County Advisory Committee, to improve services, reduce turn-around times for key analysis, achieve professional accreditation, and implement a new DNA analysis function.

**PROSPEROUS COMMUNITY:** Our economic strategy fosters innovation in all sectors, creates jobs and educational opportunities for all residents

- **Workforce Diversity**

Focused on hiring and maintaining a workforce which reflects the diversity of San Mateo County's population. Additional focus was placed on hiring and promoting females and minorities amongst the sworn workforce. As the result, 28% of Deputy Sheriffs and Correctional Officers hired during FY 2008-2009 were females and / or minorities.

- **Sheriff's Work Program**

Partnered with local agencies to annually provide over 315,000 hours of public service at no cost to the agencies served in brush-clearing and landscaping services for County parks and open space areas and clean-up of public roadways through the Sheriff's Work Program.

- **Work Furlough Program**

Established a Work Furlough Program to allow low-risk offenders to maintain gainful employment and family contact while serving a court-ordered sentence.

- **Day Worker Program**

Developed a Day Worker Program in the North Fairs Oaks area in collaboration with the Human Services Agency (HSA) and the Multi-Cultural Institute. The Day Worker Program was designed to address the issues of traffic congestion and street loitering by providing an alternative off-street location for day worker outreach, job skill assessment and training, thus providing community enrichment services. Total day workers served since HSA assumed program administration is over 1,000.

- **Youth Programming**

Expanded the Sheriff's Activities League (SAL), providing after school sports, drama, music and arts education for elementary school-age children, with an additional \$30,000 annual investment to the South Coastside, Eichler Highlands and Moonridge communities, serving 95 more children annually.

- **North Fair Oaks Festival**

Partnered with the Board of Supervisors, City of Redwood City and the North Fair Oaks Community Council to sponsor the annual North Fair Oaks Community Festival, bringing attention to the communities and merchants in the area and encouraging economic growth through contact and networking with numerous business sponsors.

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

- **Greening Efforts in Sheriff's Correctional Facilities**

Continued partnership with the Department of Public Works and Correctional Food Services to implement the use of green cleaning supplies, low energy lighting, a compost program and the use of biodegradable and reusable dining-ware for staff and inmates, significantly reducing waste and energy generated from operating the jail facilities. In 2009 the California State Association of Counties presented the San Mateo County Sheriff's Office with the 2009 Challenge Award for the "Green Jail Initiative" for innovative and cost effective strategies to reduce the input into landfill. These strategies have resulted in a 70% reduction in trash service costs. The Technical Services unit received an honorable mention in the STARS Green Award for their work to virtualize the Sheriff's Office servers.

**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

- **Gang Suppression and Intelligence**

Invested staff to implement programs designed to combat gang-related street violence including the Sheriff's Gang Intelligence and Investigations Unit working in collaboration with the San Mateo County Police Chiefs and Sheriff Association, countywide Gang Task Force, Street Crime Suppression Team, as well as the street crime team in the City of East Palo Alto. The anticipated result is to dismantle criminal organizations active in San Mateo County by identifying and prosecuting gang members.

- **Narcotics Task Force (NTF)**

Established in 1985, the NTF is the epitome of cooperation in law enforcement. Since its inception 25 years ago, over 150 local, state and federal law enforcement officers have shared in a unified commitment to provide the highest quality of service to the residents of San Mateo County.

- **Homeland Security Partnerships**

Partnered with the City and County of San Francisco in the development of a regionalized approach to homeland security and preparedness, through the Bay Area Urban Area Security Initiative (UASI) program.

- **Law Net Shared Database**

Expanded the programs and databases offered to County law enforcement agencies on the Law Net secured database, including the Criminal Justice Information System (CJIS) access by police departments; access to various city and Sheriff records management systems; and the implementation of a new jail photo mug-shot system, which can be accessed and added to by other jurisdictions.



- **High-Intensity Drug Trafficking Area (HIDTA)**

Established in 1997, the regional High-Intensity Drug Trafficking Area (HIDTA) Program provides grant funding, criminal intelligence services, investigative support and law enforcement training for federal, state and local law enforcement agencies investigating major, drug trafficking organizations, gang and violent crimes throughout the greater San Francisco Bay Area. Recipients of these services and of the grant funding include the Sheriff's Office and San Mateo County Narcotic Task Force. The Sheriff's Office serves as the fiduciary and administrative agency for the HIDTA.

- **Northern California Regional Intelligence Center (NCRIC)**

Established in 2004, the Northern California Regional Intelligence Center (NCRIC) is an all crimes, all threats, local, state and federal cooperative law enforcement information fusion center. The NCRIC provides a central location for the collection, evaluation, analysis and dissemination of terrorism and homeland security related information. It also provides investigative support for drug, gang and violent crime investigations. The NCRIC hosts training and technical support services for law enforcement and other public safety professionals throughout the Bay Area. The NCRIC serves as a hub to create a robust information sharing environment for law enforcement and other public safety partners as well as private sector partners involved in protecting critical infrastructure and key resources. The Sheriff's Office serves as the fiduciary and administrative agency for this Homeland Security grant.

- **Community Alliance to Revitalize our Neighborhood**

Established the Community Alliance to Revitalize our Neighborhood (CARON) Program in North Fair Oaks to assist in community policing, building a communication bridge and mutual trust with community residents to identify gang activity and reduce street violence and recruitment of minors into gangs. Following initial Sheriff-sponsored leadership training classes, CARON has spawned self-sufficient community leadership groups.

## Major Accomplishments in FY 2009-10

### HEALTHY COMMUNITY

- With a federal Department of Justice Community Oriented Policing Services (COPS) Technology grant, issued a Request for Proposal and finalized a vendor contract to begin acquiring and implementing a modern Jail Management System
- Expanded the supervision of Transit Police Services with the addition of one supervisor. This had become a necessity as the unit has taken over all policing services for the SamTrans bus lines and Caltrain rail lines between San Jose and San Francisco
- Established an instrument replacement fund to be used for replacing Forensic Laboratory scientific instruments in future years when grant funds are not available

- With a federal grant, established the Drug Endangered Children's Program, acquiring a specialized vehicle outfitted to assist in the safe and friendly removal of young children from drug abuse and drug crime homes
- In collaboration with the County Manager's Office and Board of Supervisors, continued jail planning efforts with community outreach meetings, sending County staff to the National Institute of Corrections training courses, and contracted a Jail Program Consultant for the replacement jail architectural design requirements
- In partnership with the Health System, Probation Department, Job Train and the Service League of San Mateo County the Re-entry Workgroup received the Merit Award for outstanding program performance from the California State Association of Counties (CSAC).
- Developed a concise response plan to the threat of the H1N1 virus becoming infectious in the jail systems. The plan is in partnership with the Health Department, Correctional Health Services.
- In collaboration with ISD, the Court, Probation, and DA's office, the Sheriff's Office began implementing the new jail management system.

### PROSPEROUS COMMUNITY

- In partnership with the North Fair Oaks Community and the Board of Supervisors, successfully coordinated the Eighth annual North Fair Oaks Community Festival

### ENVIRONMENTALLY CONSCIOUS COMMUNITY

- In partnership with Correctional Health Services and the Department of Public Works, Maguire Correctional Facility was recognized for Outstanding Green Efforts by the California Association of Counties (CSAC)
- The Technical Services Unit implemented server virtualization. For the Sheriff's Office, this means that twenty physical servers were replaced with three physical servers running twenty virtual servers. The Technical Services Unit won an honorable mention in the STARS Green Award program.

### COLLABORATIVE COMMUNITY

- Continue to receive federal Homeland Security grant to participate in a regional Fusion Center, establishing the intelligence infrastructure to coordinate local, state and federal terrorism prevention and emergency response agencies
- With funding from the Department of Homeland Security (DHS), continued to implement the Radio Interoperability Project to move all first responders to a designated radio wave for significantly increased regional communication ability, a national goal under the leadership of DHS.
- In collaboration with the Court, established the Alternative Sentence Bureau to provide greater flexibility and options for individuals eligible for out of custody programs to meet court sentenced obligations

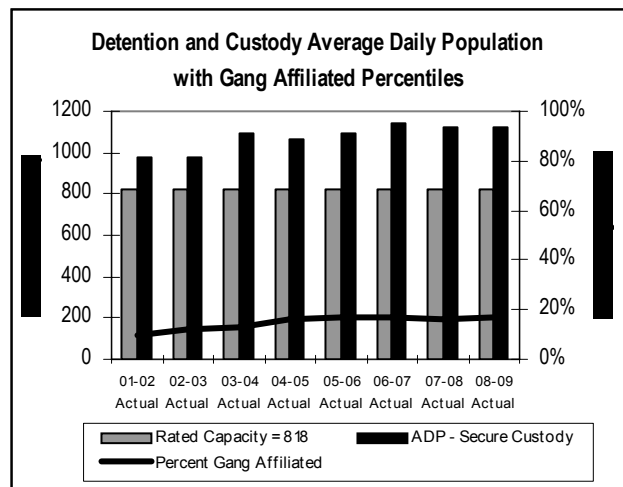
- In partnership with the Board of Supervisors, hosted San Mateo County's Fifth annual Emergency Preparedness Day
- Continued a philosophy of collaboration with County partners in achieving County goals in many important areas: greening jails; enhancing and expanding re-entry programming for inmates; modernizing the criminal justice information system (CJIS); and facilitating regional emergency communications through a federal based standard radio interoperability system
- With funding from the Office of Justice and Planning (Second Chance Grant), began implementation of the Correctional Assessment and Intervention System screening tool (CAIS) for all inmates which will be administered by ROR staff.
- Continued to fund a Jail Planning Unit (JPU) to spearhead construction of a new replacement jail that will improve public safety, reduce recidivism, maximize resources and create jobs. A Sergeants position was added to the JPU in January of 2010, allowing for the development of a Functional Program Plan for the replacement jail and commencing transition team planning and implementation

**Major Issues to be Addressed**

- **Outmoded Women's Jail and Alternative Custody Facilities**—Overcrowded facilities at the Maple Street Correctional Facilities campus need to be re-modeled and expanded, or rebuilt to accommodate a population of female inmates that exceeds facility rated capacity by 60%, and a minimum security transitional population at 100% capacity. The County is moving forward with developing plans to replace the Maple Street Correctional Facilities.
- **Jail Overcrowding in Men's Custody Facilities**—Current Corrections and alternative custody facilities for the men's inmate population are consistently operating at or above 130% of rated capacity. Continuing gang involvement, serious offenders awaiting trial, and increased population of inmates with mental health issues exacerbates the management complexities of an overcrowded facility. The closures of the Men's Medium Security Facility and Honor Camps attribute to current, critical custody levels in existent facilities. These challenges continue to stress the facility both operationally and structurally.
- **Inmate Demographic Changes**—Current facilities were not designed to support the current inmate population that has increasing percentages of security risk, mentally ill, elderly and addicted in-custody. Additionally there has been a significant increase in Gang affiliated inmates incarcerated in the Maguire Correctional Facility. Keeping rival gangs separated interferes with programming, meals, and movement. These new challenges to jail management require adapting facilities and staffing to better support evolving inmate needs.
- **Gang Violence in Communities and Increasing Gang Population in Custody**—There is an increasingly violent criminal gang population in the community who are well-armed and willing to use fatal violence against opposing gangs, crime victims and law enforcement officers. This has impacted the custody population with a steady and significant increase in

gang affiliation, assaultive behavior, and psychologically-troubled conditions among in-custody inmates, amplifying challenges to jail management.

- **Jail Management System (JMS)** — The Sheriff's Office is in the process of implementing a modern jail management system that will replace the use of CJIS as a jail management tool. The Sheriff's Office will continue to share critical information with the three other criminal justice departments through CJIS and providing view-only access to the JMS. Remaining challenges include completing the system by August 2010 and implementing it with agency-wide training for its successful use. The current, legacy Criminal Justice Information System (CJIS) utilized by County criminal justice agencies and the Court was migrated to an archived system to support JMS.
- **Other Critical Sheriff's Facilities**—In addition to outmoded and overcrowded detention and custody facilities, other key facilities do not adequately serve the Department's or community's needs. The Firing Range is outdated; the County Emergency Operations Center / Public Safety Communications Center is inadequate; and the Sheriff's Headquarters in the Hall of Justice needs expansion or replacement. The Department is working with the County Manager's Office to address these critical infrastructure needs.
- **Inmate Reentry Programs**—The inmate population can benefit from targeted programming to help avoid re-offending when reentering the community upon completion of their sentence. The Office has expanded reentry services with the federally funded Second Chance Grant and the assistance of Probation, County Health Services, and community based case managers and mentor.



**Key Department Initiatives**

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

**Alignment to Shared Vision:**

- Healthy Community

**Major Issues to be Addressed:**

- Obsolete, overcrowded, inadequate Women's Correctional Center facility — the current facility is structurally outdated, unable to adequately handle today's offenders' health and welfare needs, and operates at an Average Daily Population 160% above the Corrections Standards Authority (CSA) rated capacity of 84 inmates. The lack of children's visiting areas and programming space further exacerbates this facility's inadequacies.
- Lack of jail bed space for men in-custody population — the Maguire Correctional Facility (MCF) is chronically overcrowded, reaching over 1,000 inmates on weekends in a facility rated for 688, which challenges jail management in providing programming services to inmates.
- Inability to properly maintain New Maguire, a 17-year old facility and "Old Maguire" which is 22 years old, due to overcrowding. With the current inmate population levels, necessary floor replacement, painting and window upgrades cannot be done.
- Need for adequate housing to separate pre-trial inmates from sentenced inmates, civil from criminal, opposing gang members, criminal co-defendants, H1N1 Virus isolation and protective custody from potential predators. Managing the current population in overcrowded conditions creates difficult logistics housing inmates.
- As the Court and the County's Criminal Justice Departments implement the CJIS Migration Plan, the Sheriff's Office has procured a jail management system application and is in progress to implement the application.

**Goals:**

- Correctional facilities that will meet San Mateo County's female and male, pre-sentenced and sentenced, incarceration needs for the next 30 years, adequately addressing health, welfare and programming needs of offenders while ensuring the public's safety
- The increased population on the jails has created a severe hardship on the facilities systems: food preparation, HVAC, plumbing, and all other operating systems. A comprehensive maintenance program will be addressed through Capital Projects to help prolong the life of the Maguire Correctional Facility.

**Objectives:**

- A replacement correctional facility that will operate at an average of no more than 90% of CSA rated capacity for 10 years following construction
- A replacement correctional facility that will meet 100% compliance with statutory regulations, offering adequate bed space for maximum, medium and minimum security inmates
- A replacement correctional facility that will provide space for re-entry programming, counseling activities, children's visiting, and that will provide sentenced men and women equal opportunities for in-custody services or alternative custody programs

- A replacement correctional facility that will alleviate the current overcrowding at Maguire Correctional Facility and allow for proper maintenance of Maguire so it does not violate health and corrections standards regulations and deteriorate before its life expectancy
- A Jail Management System that will meet comprehensive legal and criminal justice requirements for data gathering and records collection
- Use a pre-design functional program to give the county a functionally flexible and fiscally responsible replacement correctional facility

**Major Milestones:**

- Conduct a Needs Assessment and Preliminary Program Plan for the Women's Correctional Center and Alternative Custody Facility (completed)
- Address Men's In-Custody Population Needs (completed)
- Complete a Functional Program Report for the replacement facility (completed)
- Conduct a Needs Assessment for a Jail Management System (completed)
- Procure funding for a Jail Management System (completed), issue RFP for a JMS vendor (completed)
- Obtain a Jail Management System (completed)
- Implement a Jail Management System (in progress)
- Replace worn carpeting and flooring throughout the current men's jail (in progress)
- Manage mentally ill and violent inmates through the Inmate Management Plans and Security Management Plans (in progress)
- Design a facility that addresses the needs identified through the Needs Assessment process
- Procure funding for new facility
- Construct the facility
- Develop policies and procedures for new facility
- Complete specialized training for all staff working in the new facility
- Develop community partnerships to bring health and welfare programs to the facility inmates

**Partners:**

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- Correctional Health Services
- Information Services Department
- Superior Court
- Probation Department
- District Attorney's Office
- City Police Departments
- San Mateo County Community Based Organizations

**FY 2010-11 Budget Impact:**

Funding for the Jail Planning Needs Assessment and Master Plan was provided in prior fiscal years. A designated Jail Planning Unit of two Sheriff's staff and one Capital Projects staff was funded beginning in FY 2007-08. The Jail Management System procurement and implementation was funded in FY 2008-09 by a federal appropriation for \$911,918 with a County match of \$940,000. Additional requirements for continued planning and construction of the replacement jail are being sought in collaboration with the County Manager's Office and Department of Public Works (DPW), through the County's Capital Projects plan.

**2. Provide San Mateo County Sheriff's Office Sworn Personnel With a Safe Weapons Training Facility**

**Alignment to Shared Vision:**

- Healthy Community

**Major Issues to be Addressed:**

- Current firing range at Coyote Point, which serves as the weapons training and qualification facility for over 465 Sheriff's sworn personnel, was built over 40 years ago and is deteriorating due to age and lack of maintenance
- Safety and environmental conditions limit the current use of the Range, which has restricted weapons qualification time for using the Range
- Modern law enforcement weapons training needs that have evolved since the construction of the Range cannot be conducted at the current facility, given its age and conditions, impacting Sheriff's deputies ability to carry out public safety duties in high threat situations

**Goal:**

- Recondition and improve the current firing range facility for Sheriff's sworn personnel to ensure that it meets safety standards and improved weapons training needs, advancing public safety in San Mateo County

**Objectives:**

- A remodeled firing range that provides weapons training and firearms qualification in an efficient, safe, and modern facility that has minimal noise impact on the surrounding community
- Sheriff's deputies will have both static and dynamic firing training required to respond skillfully and professionally in high threat situations, providing enhanced public safety
- A remodeled firing range designed to provide training accommodations for modern weapons training needs

**Major Milestones:**

- Develop a preliminary firing range operational needs assessment (in progress)
- Identify, explore, and define firing range facility options (in progress)
- With the County Manager's Office and Department of Public Works (DPW), prepare a preliminary report to the Board of Supervisors regarding firing range needs and options

- Obtain a project manager and issue RFP for architectural design plan
- Remodel and enhance the existing firing range
- Develop policies and procedures for new facility
- Design programs and complete specialized training for staff working in the new facility

**Partners:**

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

**FY 2010-11 Budget Impact:**

Preliminary studies were funded in FY 2005-06 and existing Sheriff's personnel are contributing to ongoing planning efforts. In FY 2007-08, \$200,000 was appropriated in Capital Projects for a project consultant for architectural and program design and project management (DPW) for the remodeled facility. Additional resources will be required in future years to remodel the facility.

**3. Expand Green Efforts in Sheriff's Facilities**

**Alignment to Shared Vision:**

- Environmentally Conscious Community

**Major Issues to be Addressed:**

- To reduce the amount of waste generated daily at the Maguire Correctional Facility, in a manner that maintains security and safety requirements of a 24/7, maximum security correctional facility
- Compliance with the County's new polystyrene ban for all County facilities to protect the environment. This is a challenging issue in the operation of a jail as the replacement items need to be made of substances that can not be converted into weapons
- To make "green" changes in innovative ways and that can possibly generate revenue to support in custody inmate programs to expand education and rehabilitation opportunities for inmates

**Goal:**

- To support the Board of Supervisor's initiative to "go green" by reducing the carbon footprint of the Sheriff's correctional facilities through creative and safe changes in waste and maintenance management

**Objectives:**

- Develop a compost program to reduce the amount of landfill waste including food items, food packaging and other biodegradable items
- Replace all polystyrene products throughout the organization with either biodegradable or reusable items without additional cost to the organization
- Reduce the cost of lighting a 24-hour operational facility where lighting is an important component of security

- Implement an education program for staff and inmates on waste management and its impact on ecological sustainability

#### Major Milestones:

- Through a collaborative effort including the DPW Recycle Works Program, implemented a compost program for the Maguire Correctional Facility that reduced the amount of land fill waste by one ton per day (completed)
- Issue a reusable plastic Spork to all inmates in the County Jail System on a one time basis, eliminating the disposable polystyrene spoon provided to each inmate at every meal (completed)
- Convert all staff food service items in all facilities to compostable items without incurring additional cost (completed)
- Develop inmate housing unit compost / recyclable collection points and education in all facilities (in progress)
- Develop an organizational recyclable collection process to support the Inmate Welfare Program (in progress)
- Develop an ongoing education program to inform staff and inmates of the importance of contributing to reducing landfill through waste management (in progress)
- Work with the DPW through the Capital Projects Program to install all low energy use lighting in the Maguire Correctional Facility, while maintaining necessary security at all times (in progress)
- Apply correctional facility "green" applications to other Sheriff's facilities including Crime Lab, Patrol Substations and in design plans for the replacement correctional facility

#### Partners:

- Department of Public Works: Recycle Works and Building Maintenance
- Correctional Health Service: Food Services
- County's Green Team Leadership

#### FY 2010-11 Budget Impact:

The implementation of the "green" efforts is expected to partially offset annual cost increases in facility maintenance due to COLAs and instable fuel charges. Specifically, trash pick ups at the Maguire Correctional Facility are reduced by half and energy efficient lighting is expected to reduce electrical use by 70%. The increased costs of biodegradable products are offset by the replacement of spoons at every meal to the use of the reusable Spork. Energy efficient lighting will assist in alleviating the increases in fuel rates due to current market instability.

#### Other Significant Objectives by Program:

The Sheriff's Office includes the following program:

- Administrative and Support Services
- Professional Standards Bureau
- Sheriff's Forensic Laboratory

- Patrol Bureau
- Investigations Bureau
- Office of Emergency Services
- Maguire Correctional Facility
- Custody Programs
- Courts Security and Transportation Services

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

#### Administration and Support Services

- Continue to support the County's efforts to address jail overcrowding solutions through collaboration with the County Jail Overcrowding Task Force

#### Professional Standards Bureau

- Develop new strategies for recruitment to accommodate the changing economic conditions and the impact to the Sheriff's Office budget
- Continue to implement and expand the new personnel information management system (LEADS)

#### Forensic Laboratory

- Continue to work on accreditation for the ASCLD / LAB change over to ISO / IEC17025:2005(E) standards, mandated by 2010

#### Patrol Bureau

- Continue to address requests from merchants and residents for increased foot and bike patrols by deputies along Middlefield Road in North Fair Oaks due to increased gang activity
- Address the need for counter-terrorism training for public transit train crews, bus operators and other key personnel

#### Investigations Bureau

- Maintain the current level of collaborative partnerships during the current economic crisis
- Extend or replace current funding for the Domestic Violence Firearms Compliance Unit, due to end in June 2010
- Provide professional training to county law enforcement agencies on relevant topics such as Drug Endangered Children, and basic drug enforcement. Continue drug recognition presentations to schools, parent clubs and civic organizations.
- Reduce the availability of methamphetamine and its exposure to children through a coordinated effort with the countywide Drug Endangered Children Committee
- Obtain funding to continue the countywide gang suppression efforts through ongoing training, including hosting a third annual Gang Suppression Training Symposium

#### Office of Emergency Services

- Secure funding for the Dam and Levee Project as recommended by the Grand Jury
- Train County staff and prepare County departments for their role in the Emergency Operations Center

- Obtain a new site for the County's Emergency Operations Center that will meet requirements for use in any type of emergency or disaster
- Continue to advocate for the Radio Interoperability Project, as directed by the Department of Homeland Security to fulfill a national goal

**Maguire Correctional Facility**

- Conduct necessary maintenance projects under current overcrowding at Maguire to protect the facility's life expectancy
- Find additional alternative placements for inmates eligible for modified sentences through continued efforts of the Re-entry Work Group
- Work with Re-entry community case managers and mentors to identify high risk offenders who are eligible for appropriate placement into custody programs.
- Implement the new Jail Management System
- Keep jail staff trained to manage the challenge of gang members in-custody
- Support the jail planning unit and other committees and task forces working toward best solutions to address the County's critical inmate population needs

**Custody Programs**

- Continue to find creative and safe ways to house the various classification of female and low-offender male inmates in the existing, limited space at the Maple Street complex
- Support the County's jail planning for the Maple Street Correctional Facilities Replacement Project
- Support County partners in developing and enhancing gender responsive re-entry programming for female inmates
- Support County partners in developing and enhancing programming in the Women's Transitional Facility

**Courts Security and Transportation Services**

- Continue to adequately staff the Transportation, Court Holding Cells and Civil Units while supporting the County's goals to eliminate the structural budget deficit
- Maintain current level of security services to the Courts without full funding from the Administrative Office of the Courts

**Sheriff's Office (3000B)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                        |                    |                        |
| Licenses, Permits and Franchises | 3,281              | 2,707              | 2,100              | 2,100                  |                    | 2,100                  |
| Fines, Forfeitures and Penalties | 290,934            | 354,179            | 322,000            | 322,000                |                    | 322,000                |
| Intergovernmental Revenues       | 39,123,101         | 38,222,032         | 49,422,003         | 44,924,115             | (4,497,888)        | 41,566,339             |
| Charges for Services             | 8,445,640          | 9,073,256          | 9,148,712          | 8,923,720              | (224,992)          | 9,159,542              |
| Interfund Revenue                | 11,955,348         | 12,395,779         | 12,708,005         | 12,393,806             | (314,199)          | 12,544,360             |
| Miscellaneous Revenue            | 819,980            | 669,051            | 890,889            | 670,389                | (220,500)          | 670,389                |
| Other Financing Sources          |                    | 325,336            | 500,000            | 500,000                |                    | 500,000                |
| <b>Total Revenue</b>             | <b>60,638,284</b>  | <b>61,042,339</b>  | <b>72,993,709</b>  | <b>67,736,130</b>      | <b>(5,257,579)</b> | <b>64,764,730</b>      |
| Fund Balance                     | 3,544,821          | 5,161,476          | 8,174,415          | 7,949,508              | (224,907)          | 7,949,508              |
| <b>TOTAL SOURCES</b>             | <b>64,183,105</b>  | <b>66,203,815</b>  | <b>81,168,124</b>  | <b>75,685,638</b>      | <b>(5,482,486)</b> | <b>72,714,238</b>      |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                        |                    |                        |
| Salaries and Benefits            | 107,000,339        | 110,701,617        | 116,081,650        | 129,717,645            | 13,635,995         | 130,032,386            |
| Services and Supplies            | 10,124,013         | 11,245,125         | 22,642,638         | 18,460,383             | (4,182,255)        | 15,259,736             |
| Other Charges                    | 16,893,681         | 16,967,100         | 19,155,056         | 19,337,641             | 182,585            | 18,448,447             |
| Fixed Assets                     | 508,748            | 803,294            | 510,901            | 4,327,260              | 3,816,359          | 4,194,260              |
| Other Financing Uses             | 906,084            | 905,874            | 899,765            | 907,765                | 8,000              | 904,465                |
| <b>Gross Appropriations</b>      | <b>135,432,864</b> | <b>140,623,011</b> | <b>159,290,010</b> | <b>172,750,694</b>     | <b>13,460,684</b>  | <b>168,839,294</b>     |
| Intrafund Transfers              | (908,559)          | (1,417,204)        | (2,928,588)        | (2,794,688)            | 133,900            | (1,854,688)            |
| <b>Net Appropriations</b>        | <b>134,524,305</b> | <b>139,205,807</b> | <b>156,361,422</b> | <b>169,956,006</b>     | <b>13,594,584</b>  | <b>166,984,606</b>     |
| Contingencies / Dept Reserves    | 887,199            | 2,469,849          | 4,759,832          | 4,534,925              | (224,907)          | 4,534,925              |
| <b>TOTAL REQUIREMENTS</b>        | <b>135,411,504</b> | <b>141,675,656</b> | <b>161,121,254</b> | <b>174,490,931</b>     | <b>13,369,677</b>  | <b>171,519,531</b>     |
| <b>NET COUNTY COST</b>           | <b>71,228,399</b>  | <b>75,471,841</b>  | <b>79,953,130</b>  | <b>98,805,293</b>      | <b>18,852,163</b>  | <b>98,805,293</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                        |                    |                        |
| Salary Resolution                | 638.0              | 645.0              | 635.0              | 622.0                  | (13.0)             | 620.0                  |
| Funded FTE                       | 636.8              | 644.6              | 636.8              | 620.6                  | (16.3)             | 619.6                  |

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## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$5,482,486 or 6.75% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$4,497,888 in this funding source primarily due to a projected reduction of \$5,838,220 in Public Safety Sales Tax (Proposition 172) and a net increase of \$1,340,332 in state and federal grants.

#### Charges for Services

There is a decrease of \$224,992 in this funding source primarily due to a reduction in transit police contract services.

#### Interfund Revenue

There is a decrease of \$314,199 in this funding source primarily due to a decrease of \$150,070 in interfund revenue from the Solid Waste Fund for OES Hazardous Materials response and a reduction of \$164,129 in health security revenue.

#### Miscellaneous Revenue

There is a decrease of \$220,500 in this funding source due to the elimination of one-time sources including a foundation grant.

#### Fund Balance

There is a net decrease of \$224,907 in this funding source due to match requirements for the Women's Transitional Facility grant and delayed payment of FY 2008-09 High Intensity Drug Trafficking Area (HIDTA) invoices where reimbursement was accrued in the prior fiscal year.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$13,369,677 or 8.3% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$13,635,995 in this expenditure category. Adjustments of \$14,972,471 have been included for retirement rate increases. Adjustments of \$1,810,973 have been included for merit increases, negotiated labor increases and health benefit cost adjustments. Seventeen positions have been deleted resulting in a decrease of \$3,559,409. Adjustments of \$156,738 for two Correctional Officers for the Women's Transitional Facility Grant and \$255,222 for two grant-funded positions within the Fusion Center have been added.

#### Services and Supplies

There is a net decrease of \$4,182,255 in this expenditure category primarily due to a reduction in grant expenditures for the Office of Emergency Services and the elimination of the Southwest Border Initiative repayment. Office of Emergency Services grants with reduced operating expenditures include COPS Technology Radio grant, 2007 Urban Area Security Initiative (UASI) and the Public Safety Interoperability Communications grant. These reductions are due to reduced availability of funding and / or completion of grant projects.

#### Other Charges

There is an increase of \$182,585 in this expenditure category for maintaining existing levels of service from County service charge departments.

#### Fixed Assets

There is an increase of \$3,816,359 in this expenditure category due to adjustments in equipment purchases funded by Department of Homeland Security grants.

#### Other Financing Uses

There is an increase of \$8,000 in the expenditure category due to an adjustment in the Sheriff's Forensic Laboratory debt service payments.

#### Intrafund Transfers

There is a decrease of \$133,900 in this expenditure category due to decreases in security cost reimbursements of \$50,000 for the Medium Security Facility and \$83,900 for Health Security.

#### Contingencies / Departmental Reserves

There is a decrease of \$224,907 in this expenditures category to meet the Department's budget target. The balance in General Fund Reserves of \$4,534,925 represents 2.67% of Net Appropriations, which exceeds the County 2% reserve policy by \$1,135,805.



**NET COUNTY COST**

There is an increase of \$18,852,163 or 23.6% in this Department's General Fund allocation, primarily attributable to the increase in retirement contributions, other negotiated salary and benefit increases and backfill of Public Safety Sales Tax (Proposition 172) revenues.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$2,971,400 or 3.9% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Intergovernmental Revenue

There is a net decrease of \$3,357,776 in this funding source due to a decrease in one-time grant funded projects including the Cal-MMET Recovery Act Program, ADA Byrne Recovery Act Program, Edward Byrne Recovery Act Program, Combating Narcotics at the Southern Border grant, Sheriff's Activity League Mentoring grants, COPS Jail Management System Grant, and the Women's Transitional Facility Grant.

Charges for Services

There is an increase of \$235,822 in this funding source due to increases for transit police and patrol contract services.

Interfund Revenue

There is an increase of \$150,554 in this funding source due to an increase of \$139,457 for court security services, and increases of \$11,097 for projected funding from the Inmate Welfare Fund and health security contract services.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$2,971,400 or 1.7% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$314,741 in this expenditure category due to adjustments for merit increases, annualized labor increases and health benefit cost adjustments, partially offset by reductions to meet Net County Cost target.

Services and Supplies

There is a net decrease of \$3,200,647 in this expenditure category due to the removal of one-time projects: a decrease of \$1,386,201 for the various recovery act grants and a decrease of \$1,851,918 for the Jail Management System project. This decrease is partially offset by an increase in the amount of \$37,472 for special projects.

Other Charges

There is a decrease of \$889,194 in this expenditure category due to the removal of one-time projects: a decrease of \$826,574 for the Edward Byrne JAG recovery act grant and a decrease of \$62,620 for the Jail Management System project.

Fixed Assets

There is a decrease of \$133,000 in this expenditure category due to the completion of two recovery act grants: the Combating Narcotics at the Southern Border grant and the ADA Byrne recovery act grant.

Other Financing Uses

There is a decrease of \$3,300 in the expenditure category due to an adjustment in the Sheriff's Forensic Laboratory debt service payments.

Intrafund Transfers

There is a decrease of \$940,000 in this expenditure category due to the completion of the Jail Management System project.

Contingencies / Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves of \$4,534,925 represents 2.72% of Net Appropriations, which exceeds the County 2% reserve policy by \$1,195,233.

**NET COUNTY COST**

There is no change in this Department's General Fund allocation in FY 2011-12.

## Administrative and Support Services (3011P)

### Program Locator

- County
  - Healthy Community
    - Sheriff's Office
      - ▷ **Administrative and Support Services**
        - Professional Standards Bureau
        - Forensic Laboratory
        - Patrol Bureau
        - Investigations Bureau
        - Office of Emergency Services
        - Maguire Correctional Facility
        - Custody Programs
        - Court Security and Transportation Services

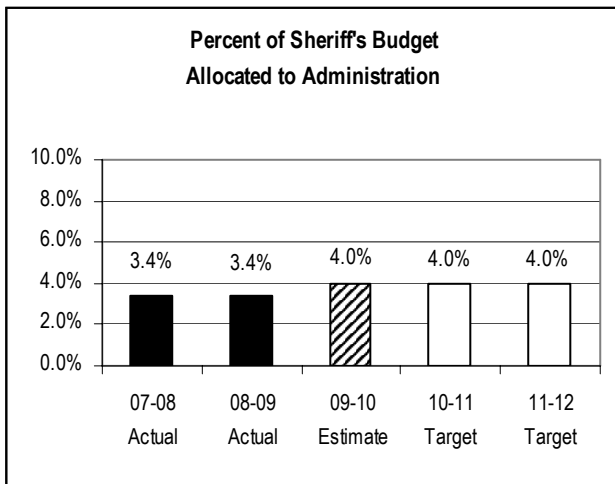
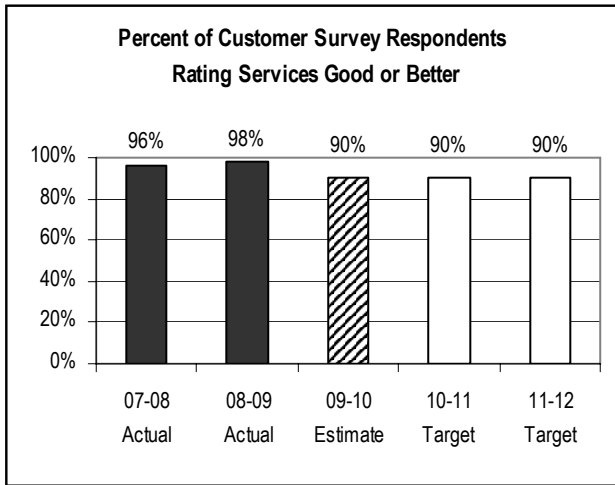
### Program Outcome Statement

The Administrative and Support Services program primarily contributes to the Shared Vision of a Collaborative Community by 2025 by providing departmental leadership and administrative support. Administrative support provided by this program includes fiscal, civil and administrative services.

The following are major accomplishments in the current year:

- Continued to maintain critical corrections and law enforcement support functions with level resources and growing workloads
- Collaborated with the Corrections Division, Jail Planning Unit, and County Manager's Office on supporting the Jail Replacement Project
- With the Sheriff's Technical Services and Jail Management System (JMS) Planning Committee, issued the Request For Proposal (RFP), completed the vendor selection process for the JMS, obtained a Board of Supervisor approved contract for the JMS, and began the implementation of the project.
- With the Office of Emergency Services (OES) and Northern California Regional Intelligence Center (NCRIC), prepared and administered new Homeland Security grants for the County
- Continued to serve as fiscal agent for the OES Joint Powers Authority, Vehicle Theft Task Force, High Intensity Drug Trafficking Agency, and Narcotics Task Force
- Continued to provide Court Security budget services to the Superior Courts and the Administrative Office of the Courts
- Provided analysis and support to ensure the successful implementation of the Relief Staffing Unit and its impact on reducing overtime
- Assisted Sheriff's Office Divisions in submitting winning applications to the County STARS program in two categories; Green Award, and Program Performance Award

### Headline Measures



### Story Behind Performance

The Sheriff's Office continues to maintain a high customer satisfaction rating of over 90%. This year's rating of 90% indicates the continued quality of law enforcement services provided by the Sheriff's Office for San Mateo County citizens.

Over the last decade and a half, the Sheriff's Office has maintained a low administration-to-operations ratio, consistently reflecting less than 5% of the department's budget allocated for administrative purposes. This is a key indicator of departmental efficiency.

During the past year, several significant projects have been either completed or taken to a major project milestone. The Administration and Support Services provides support to these Division projects through data gathering and reporting, as well as meeting facilitation, liaison with the County Manager's Office and Board of Supervisors, and other key support activities. These include Sheriff's Office participation in: three major, multi-agency jail and inmate services planning entities that include the Jail Overcrowding Task Force, the

Jail Planning Committee, and the Inmate Re-Entry Services Committee; the countywide plan to migrate the Criminal Justice Information System and Sheriff's Plan to implement a Jail Management System; and Investigation's newest collaboratives. The first with the federal Department of Justice's Adam Walsh Grant to track and monitor indigent sexual offenders known to reside in the unincorporated areas of San Mateo County and the second with the Department of Homeland Security to establish a regional "fusion center" to gather, analyze and disseminate criminal activity for local, state and federal law enforcement agencies.

The Department is currently focusing on two major facility projects: the Jail replacement Project and the Coyote Point Firing Range. Additionally, there is a long-identified need for a dedicated and relocated facility housing a combined County Emergency Operations Center and Public Safety Communications Dispatch Center.

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

- To provide support for the new jail replacement project.
- To address the growing jail overcrowding through proactive planning, participation in the Jail Overcrowding Task Force and collaboration with other County and community agencies to expand community re-entry programs and services
- To replace the Criminal Justice Information System (CJIS) with a modern Jail Management System (JMS)
- To continue to reduce reliance on overtime for relief staffing in the department's critical 24/7 posts, through ongoing monitoring and reporting on the management and implementation of the Relief Staffing Unit
- To improve service delivery components of the Sheriff's Forensic Laboratory through additional grants and contracts for services
- To continue to provide a high level of service throughout the Department, and be recognized by County citizens and customer agencies as an organization focused on delivering quality services with high standards of integrity

**Program Objectives**

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

Meet or Exceed 75% of Quality and Outcomes Measures and

Ensure all Programs Come Within Budget

- Maintain a stable ratio of 4% or less of the total departmental budget devoted to administrative support services
- Manage new projects and initiatives to successfully complete 100% on schedule and within budget
- Process all civil wage garnishments within 24 hours of receipt, and all bank levies within statutory times

Support the Implementation of Sheriff's Key Initiatives Identified for the Next Two Years

- Support the Maple Street Correctional Facility Replacement Project planning and implementation
- Support the next phases of remodeling or replacing the Firing Range, an outmoded facility that is deteriorating due to age and lack of maintenance

- Support implementation of the new JMS
- Support the implementation of the new Personnel Management Information System

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Hold stakeholder sessions in FY 2010-11 for County communities and community partners receiving Sheriff's services, in alignment with the County's Shared Vision 2025
- Increase the distribution of the law enforcement services San Mateo County Cares survey
- Implement service improvement recommendations from community meetings and Cares surveys

**Performance Measures Summary Table**

| <b>Performance Measures</b>   | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|---|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>   |                              |                              |                                |                              |                              |
| Number of accounts receivable processed annually                                | 949                          | 1,074                        | 800                            | 850                          | 850                          |
| Number of new financial orders received and processed annually:                 |                              |                              |                                |                              |                              |
| - Wage garnishments   | 1,788                        | 1,730                        | 1,500                          | 1,550                        | 1,550                        |
| - Bank levies   | 965                          | 1,052                        | 885                            | 900                          | 900                          |
| <b>How Well We Do It (Quality / Efficiency)</b>                                 |                              |                              |                                |                              |                              |
| Administrative cost per department employee                                     | \$5,709                      | \$5,703                      | \$7,500                        | \$7,500                      | \$7,500                      |
| Percent of department budget allocated to administrative services               | 3.4%                         | 3.4%                         | 4%                             | 4%                           | 4%                           |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                                 |                              |                              |                                |                              |                              |
| Percent of CARES survey respondents rating Sheriff's services as good or better | 96%                          | 98%                          | 90%                            | 90%                          | 90%                          |
| Number of major projects and initiatives identified in budget                   | 7                            | 6                            | 4                              | 4                            | 4                            |
| Number and percent of projects and initiatives completed on schedule            | 5 / 72%                      | 5 / 83%                      | 4 / 100%                       | 4 / 100%                     | 4 / 100%                     |
| Number and percent of revenue accounts meeting or exceeding budget targets      | 32 / 90%                     | 22 / 78%                     | 24 / 85%                       | 24 / 85%                     | 24 / 85%                     |

## Administrative and Support Services (3011P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 30.0              | 29.0              | 28.0               | 28.0                   |                   | 28.0                   |
| Funded FTE                | 29.8              | 28.9              | 28.5               | 28.0                   | (0.5)             | 28.0                   |
| <b>Total Requirements</b> | 4,922,421         | 6,410,470         | 10,028,758         | 9,139,809              | (888,949)         | 9,182,156              |
| <b>Total Sources</b>      | 4,494,764         | 6,069,943         | 8,939,420          | 8,730,313              | (209,107)         | 8,735,138              |
| <b>Net County Cost</b>    | 427,657           | 340,527           | 1,089,338          | 409,496                | (679,842)         | 447,018                |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Proposition 172 MOE       |                   |                   | 540,280            | 540,280                |                   | 540,280                |
| Mandated Services         |                   |                   | 549,058            | (146,163)              | (695,221)         | (108,641)              |
| Non-Mandated Services     |                   |                   |                    | 15,379                 | 15,379            | 15,379                 |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$409,496 or 4.5%, of which \$15,379 or 3.7% is discretionary. This discretionary amount includes support for the commissary and special projects.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; and adjustments to revenue including a decrease in Public Safety SalesTax (Proposition 172).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (209,107)       | (527,374)      | 0                   | (224,907) | (543,174)       | 0         |

#### 2. Operating Cost Reductions

Budget adjustments have been made to meet Net County Cost targets. Reductions were made for safety equipment, general maintenance expenditures, and contracts. This reduction will decrease the ability to purchase or replace needed equipment and reduce the ability to maintain existing assets.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (136,668)      | 0                   | 0        | (136,668)       | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (209,107)       | (664,042)      | 0                   | (224,907) | (679,842)       | 0         |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs; and an increase in revenue from the Inmate Welfare Fund.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 4,825           | 93,847         | 0                   | 0        | 89,022          | 0         |

**4. Adjustments to Meet Budget Target**

Budget adjustments have been made to meet budget target. These adjustments will result in a reduction of law enforcement services to the community including increased response times, reduction in customer service, reduction or delay in functions provided, possible restructuring of service delivery, reduction in programs, and / or an increased workload for remaining staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (51,500)       | 0                   | 0        | (51,500)        | 0         |

**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 4,825           | 42,347         | 0                   | 0        | 37,522          | 0         |

## Professional Standards Bureau (3013P)

### Program Locator

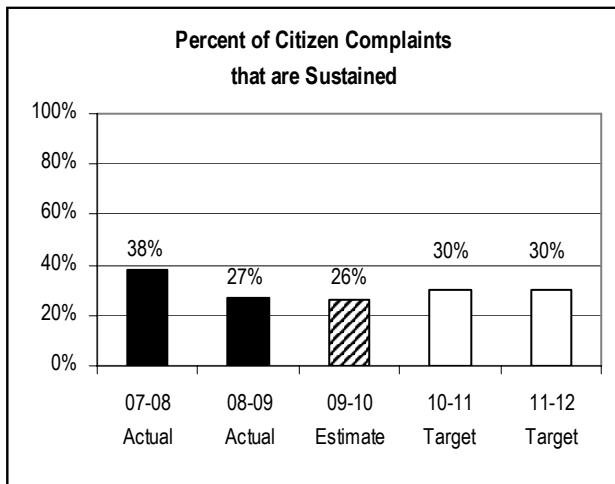
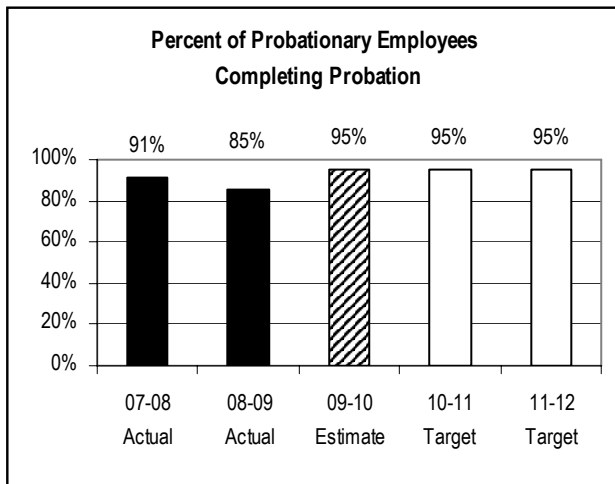
- County
  - Healthy Community
    - Sheriff's Office
      - Administrative and Support Services
        - ▶ **Professional Standards Bureau**
          - Forensic Laboratory
          - Patrol Bureau
          - Investigations Bureau
          - Office of Emergency Services
          - Maguire Correctional Facility
          - Custody Programs
          - Court Security and Transportation Services

agencies to maintain adequate departmental staffing and training and to ensure a high level of professional standards, personnel conduct and job performance. The Bureau also serves the Sheriff's Office and County law enforcement agencies in providing technical support and network management for criminal justice information systems and databases; and providing efficient criminal records administration and research.

### Services and Accomplishments

The Professional Standards Bureau (PSB) primarily contributes to the Shared Vision of a Prosperous Community by 2025 by supporting department efforts in four areas: personnel services and training; technical support and management; and criminal records management. The Personnel Services Unit coordinates candidate recruitment and background investigations, departmental personnel and payroll services, employee relations activities; investigation of complaints, evaluation and certification of citizens requesting special permits, internal administration of the employee disability program, and all phases of departmental employee training. The Technical Services Unit provides information technology project management, technical support, and criminal records administration. This unit also manages and supports technology for the Coroner's Office, the Countywide Message Switch, the Millbrae Police Department, and HIDTA. The Criminal Records Bureau performs criminal records administration and maintains criminal and public records, including criminal warrants and crime reports occurring in the unincorporated areas of San Mateo County as well as for the incorporated cities / towns of Millbrae, Brisbane, Half Moon Bay, Woodside and Portola Valley.

### Headline Measures



The following are major accomplishments in the current year:

- Hired and trained Deputies and Correctional Officers as vacancies and the budget allowed
- Reduced vacant Deputy and Correctional Officer positions along with maintaining a 5% vacancy with both sworn and civilian workforce to meet budget targets
- Worked with the Human Resources Department and local partners to identify more efficient and cost effective means for testing the Deputy Sheriff classification and those seeking promotions from the rank of Correctional Officer
- Administered surveys to the sworn workforce with the goal of increasing awareness and interest, as well as improving the screening, mentoring, and training process for Correctional Officer promotions
- Refined procedures and policies for a Sheriff's Relief Staffing Unit to improve staffing resources for all Divisions and to reduce overtime costs
- Maintained Police Officer Standards and Training (POST) and Standards and Training for Corrections (STC) training by conducting annual mandated courses
- Developed POST DVD facilitation training program in order to meet training standards and reduce the training budget

### Program Outcome Statement

The Professional Standards Bureau recruits, evaluates, hires, trains and maintains records for candidates, employees and allied

- Develop STC certified training for the implementation of the new Jail Management System (JMS)
- Continued ongoing revisions to Departmental General Orders by way of the General Order Committee and County Counsel
- Began implementation of a Personnel Information Management System (LEADS) for the Sheriff's Office, particularly in the area of complaint and internal affairs investigation management
- Worked with the County Information Services Department to make the Sheriff's Office network compliant with the California Department of Justice security standards

### **Story Behind Performance**

The Professional Standards Bureau continues to recruit, screen, and conduct background investigations of candidates for sworn, civilian, and volunteer positions. Although the program's hiring practices have remained consistent to address "must fill" vacancies, the overall number of employees hired during FY 2009-10 fell. This was the result of anticipated impacts of budget shortfalls, which led the Bureau, and the Office as a whole, to purposely leave an average of 7% of positions vacant during the course of the year. By doing so, the Sheriff's Office avoided having to lay-off a single employee and is now poised to hire employees without fear of having to let them go in the near future.

Of this year's 25 Deputy Sheriff's and Correctional Officer's hired, approximately 28% are women and / or minority. A specific area of concern remains the hiring of an adequate number of female Deputies and Correctional Officers for the supervision of female inmates. Some factors that have affected sworn peace officer recruitment in the County include the lack of affordable local housing and related commuting distances may have a greater impact on potential female recruits, perhaps due to family-related concerns. This is a continuing challenge for the Bureau, particularly as the population of female inmates continues to grow. Ninety-five percent of new hires or promotions successfully complete the probationary period.

The Training Unit oversees Correctional Officer training, Deputy Sheriff training, weapons training and specialized training. The Unit also schedules and coordinates training for many of the Sheriff's Office civilian personnel. This year, the Department conducted or arranged approximately 8,240 hours of training, with each sworn officer receiving an average of 18 hours of training. Additionally, the Training Unit works closely with the Law Enforcement Regional Training Academy, at the College of San Mateo, by having Sheriff's Deputies instruct some of the classes and assist with scenario training / testing. The Training Unit also coordinates a 40 hour Crisis Intervention Training course, which allows local law enforcement agencies, mental health professionals and medics to become a trained cohesive group; and completed federally mandated Incident Command System (ICS) training to ensure compliance. Using the County's Learning Management System (LMS), the Training Unit coordinated the implementation of the ATKS timecard system and other department training.

The Relief Staffing Unit (RSU) was developed in 2005 to assist the Sheriff's Office in providing needed relief staffing, primarily in the Maguire Correctional Facility and in Patrol. In 2008, the Relief Staffing Unit expanded to 27 positions, providing additional staffing relief to the Inmate Transportation Bureau. RSU continues to reduce overtime expenditures by providing the initial resource for backfill staffing due to position vacancies, training leaves, vacation and sick replacement in the Corrections, Patrol and Transportation Bureaus. In 2009, the Sergeant position was eliminated and the supervisory duties for the RSU were shifted to the Range Master sergeant.

The Risk Management Unit (RMU) continues to monitor employee injuries, working to reduce the time employees are unable to perform duties and helping to prevent future injuries through the monitoring of Department safety procedures and policies and an aggressive return to work program. RMU also works in conjunction with County Counsel to manage litigation involving Sheriff's operations. This unit also acts as the public information source for all non-criminal related events.

The Internal Affairs Unit maintains a database to effectively monitor professional standards of officer conduct and performance. Monitoring of this system, along with accountable supervision, can provide an early warning to intercede and proactively investigate potential problems to ensure department standards are maintained. This year, the number of total processed citizen complaints is lower than the prior year, resulting in a 15% reduction in sustained complaints.

The Coyote Point Firing Range, administered by the Sheriff's Office, serves 26 local, state and federal law enforcement agencies as a facility for mandated peace officer firearm qualifications. The facility was built over 40 years ago and is deteriorating due to age and lack of maintenance. The Sheriff's Office is continuing to work with the County Manager's Office to identify funding for renovations to the existing firing range.

The Technical Services Unit (TSU) continues to work on several key technology projects as well as the day-to-day support of technology in the Sheriff's Office. After a lengthy proposal review process, a vendor for the Jail Management System project has been selected. In addition, TSU has developed a Project Charter for Phase 1 of the implementation for a Personnel Information Management System (PIMS). TSU also provides technical services to the Northern California High Intensity Drug Trafficking Area / Northern California Regional Terrorist Threat Assessment Center (NCHIDTA / NCRRTAC), the Coroner's Office, and the Millbrae Police Department.

The Records Bureau makes paper-based information available electronically to authorized persons in the Sheriff's Office and functions as the custodian of records for the Sheriff's Office and five contract jurisdictions.

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

- To further develop hiring practices that provide the Sheriff's Office with the most qualified workforce and one reflective of the community it serves



- To prepare for increased recruitment and hiring of sworn and civilian personnel to staff the new correctional facility
- To keep Sheriff's Relief Staffing Unit positions filled, which provide an opportunity to new staff for varied training in all three core functions of jails, patrol and transportation, while meeting hiring goals to also fill vacant positions in those core divisions
- To complete the Jail Management System (JMS) project and provide County law enforcement agencies access to the JMS
- To meet or exceed the California Department of Justice's security requirement for the Message Switch computer
- To develop a phased approach to renovate the 40 plus year old firearms range at Coyote Point
- To coordinate the relocation of the Training Unit from leased office space to a more functional space on the County campus
- To reduce the number of sustained complaints

Maintain at Least 30% of Criminal Warrants Cleared by County Criminal Justice Agencies

- Continue to communicate and collaborate with other departments and agencies through the quarterly Automated Warrant System (AWS) Warrant Status Report
- Seek additional contract opportunities to provide cost-effective, centralized warrant services under contract to County police agencies

### **Program Objectives**

The Professional Standards Bureau will meet performance targets by doing the following:

Recruit and Hire for Staffing the New Correctional Facility by 2013

- Adjust the number of recruitments according to budget and staffing needs
- Maximize use of full-time and part-time background investigators to meet demand
- Orientate and train new personnel for placement into the Department and the replacement correctional facility

Support Sheriff's Relief Staffing Needs by Staffing 100% of Mandated Posts and Offsetting Overtime by \$3.2 Million

- Manage relief assignments to support adequate relief staffing in 24/7 mandated posts in Corrections, Patrol and Inmate Transportation
- Assist in evaluating the combination of permanent staff and overtime budget for relief, for maximum management of relief needs

Replace the Coyote Point Firing Range by 2011

- Work with the Department of Public Works Capital Projects to provide research and project management support in planning and implementation phases for a new Firing Range and Firearms Training Facility
- Assist the County in moving forward with next steps

Complete or Initiate Major Technology Improvements by the Projects Target Deadline

- Evaluate the available options to render the Message Switch compliant with Department of Justice security standards
- Continue to provide additional data sharing opportunities among the San Mateo County law enforcement agencies through the LawNet secure network.
- Expand the number of patrol vehicles with in-car computer systems (MDC)

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of Deputies and Correctional Officers hired or promoted  | 29                   | 29                   | 12                     | 20                   | 22                   |
| Percent of initial applicants that are hired  | 21%                  | 5%                   | 5%                     | 5%                   | 5%                   |
| Number of hours of training conducted:  |                      |                      |                        |                      |                      |
| - Standards and Training for Corrections (STC) <sup>(1)</sup>   | 540                  | 556                  | 580                    | 4,800                | 4,850                |
| - Police Officer Standards Training (POST)  | 3,760                | 3,715                | 3,780                  | 3,500                | 3,500                |
| - Non-mandated  | 3,910                | 3,887                | 3,900                  | 3,900                | 2,950                |
| Number of hours of firing range training:   |                      |                      |                        |                      |                      |
| - Sheriff's Office  | 626                  | 616                  | 700                    | 600                  | 650                  |
| - All other agencies  | 1,157                | 992                  | 1,000                  | 1,100                | 1,200                |
| Number of criminal warrants:  |                      |                      |                        |                      |                      |
| - Total maintained  | 26,549               | 25,972               | 27,000                 | 27,000               | 27,000               |
| - New warrants received   | 12,101               | 10,974               | 12,200                 | 12,200               | 12,200               |
| Number of citizen complaints processed (Internal Affairs)   | 48                   | 61                   | 60                     | 50                   | 55                   |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of new hires / promotions (Deputy / Correctional Officer) successfully completing probationary period | 91%                  | 85%                  | 95%                    | 95%                  | 95%                  |
| Percent of Deputies and Correctional Officers in compliance with POST and STC requirements                    | 98%                  | 98%                  | 99%                    | 100%                 | 100%                 |
| Average number of hours training received per Deputy / Correctional Officer                                   | 18                   | 18                   | 19                     | 20                   | 20                   |
| Percent of citizen complaints investigated  | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of new hires who are female and / or minority officers  | 61%                  | 47%                  | 40%                    | 40%                  | 45%                  |
| Percent of citizen complaints that are sustained at some level  | 38%                  | 27%                  | 26%                    | 30%                  | 30%                  |

<sup>(1)</sup>In FY 2010-11 the method of reporting changed from using classroom hours to student hours.

## Professional Standards Bureau (3013P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 60.0              | 65.0              | 64.0               | 55.0                   | (9.0)             | 55.0                   |
| Funded FTE                | 60.0              | 64.9              | 63.9               | 54.9                   | (9.0)             | 54.9                   |
| <b>Total Requirements</b> | 11,002,571        | 13,442,907        | 13,019,692         | 12,839,754             | (179,938)         | 12,839,754             |
| <b>Total Sources</b>      | 1,789,573         | 1,625,366         | 2,182,990          | 1,939,686              | (243,304)         | 1,939,686              |
| <b>Net County Cost</b>    | 9,212,998         | 11,817,541        | 10,836,702         | 10,900,068             | 63,366            | 10,900,068             |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Proposition 172 MOE       |                   |                   | 1,662,977          | 1,662,977              |                   | 1,662,977              |
| Mandated Services         |                   |                   | 7,185,769          | 7,278,779              | 93,010            | 7,269,437              |
| Non-Mandated Services     |                   |                   | 1,987,956          | 1,958,312              | (29,644)          | 1,967,654              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$10,900,068 or 84.9%, of which \$1,958,312 or 17.9% is discretionary. This discretionary amount includes the Technical Services Unit and the Crisis Management Unit.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; and adjustments to revenue including a decrease in Public Safety Sales Tax (Proposition 172).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (243,304)       | 1,589,721      | 0                   | 0        | 1,833,025       | 0         |

#### 2. Reduction in Workforce—Relief Staffing Unit Deputies

Eight filled Deputy Sheriff positions assigned to the Relief Staffing Unit have been deleted to meet budget target. These Deputies will be transferred to vacant positions. This reduction will result in a decreased ability to backfill vacant positions and posts that are vacant due to sick leave, vacation and training which will result in increased overtime or restructuring of schedules.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (1,445,976)    | 0                   | 0        | (1,445,976)     | (8)       |

**3. Reduction in Workforce—Crisis Management Unit Deputy**

One filled Deputy Sheriff assigned to the Crisis Management Unit has been deleted to meet budget target. The Deputy will be transferred to a vacant position. This reduction will eliminate the ability to case manage chronic mentally ill subjects in the community which may result in incarceration.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (191,161)      | 0                   | 0        | (191,161)       | (1)       |

**4. Background Investigation Deputy Sheriff Conversion**

One vacant Deputy Sheriff position in Personnel is being converted to a Management Analyst III in order to meet budget target. This position is responsible for completing background investigations. This conversion will result in reduced officer safety for the remaining sworn background investigator while working in the field.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (190,269)      | 0                   | 0        | (190,269)       | (1)       |
| 0               | 132,747        | 0                   | 0        | 132,747         | 1         |

**5. Training Unit Budget Reduction**

Reductions in training budget are made to meet budget target. This reduction may affect productivity of employees without the necessary skills to perform the job effectively; reduce the ability of employees to prepare for more responsibility; and / or affect process improvement efforts. This reduction will also place more pressure on mandated training courses due to less flexibility.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (50,000)       | 0                   | 0        | (50,000)        | 0         |

**6. Extra-Help Reduction**

Reductions in Extra Help budget are made to meet budget target. This reduction will decrease the ability to provide assistance or backup to the Records Unit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (25,000)       | 0                   | 0        | (25,000)        | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (243,304)       | (179,938)      | 0                   | 0        | 63,366          | (9)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs. Reductions in various overtime, extra help and special pay accounts have been made to offset these increases. These adjustments will result in a reduction of law enforcement services to the community including increased

response times, reduction in customer service, reduction or delay in functions provided, possible restructuring of service delivery, reduction in programs, and / or an increased workload for remaining staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 248,203        | 0                   | 0        | 248,203         | 0         |
| 0               | (248,203)      | 0                   | 0        | (248,203)       | 0         |

## Forensic Laboratory (3017P)

### Program Locator

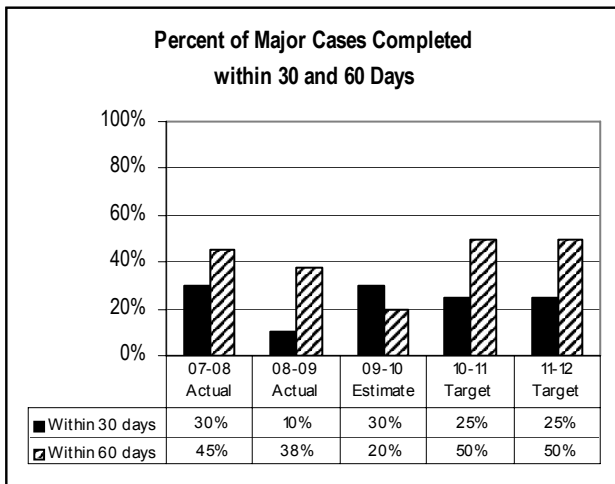
- County
  - Healthy Community
    - Sheriff's Office
      - Administrative and Support Services
      - Professional Standards Bureau
      - ▷ **Forensic Laboratory**
      - Patrol Bureau
      - Investigations Bureau
      - Office of Emergency Services
      - Maguire Correctional Facility
      - Custody Programs
      - Court Security and Transportation Services

analytical services, which results in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity and to ensure public safety.

### Services and Accomplishments

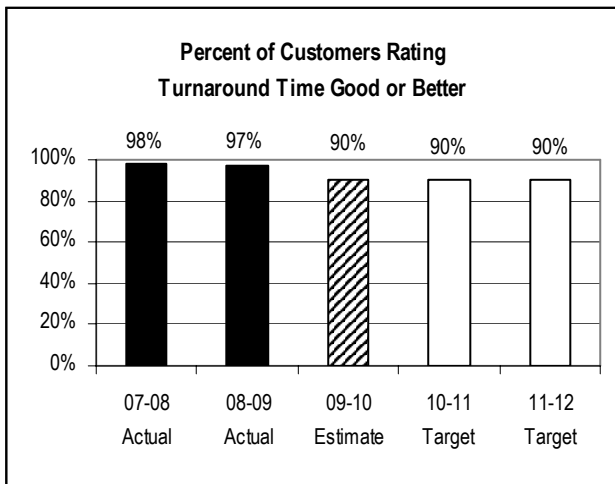
The Forensic Laboratory primarily contributes to the Shared Vision of a Healthy Community by 2025 by ensuring proper evaluation and analysis of evidence collected at a crime scene, which is instrumental to the investigation, solution and prosecution of crimes. Forensic laboratories make critical and cost effective contributions to law enforcement. Timely identification or elimination of suspects improves the quality of justice and saves countless hours of investigative time that would otherwise be spent on following false leads. These activities directly help maintain and enhance the safety of residents and visitors, assist vulnerable portions of the population to achieve a better quality of life, and help children to grow up in safe neighborhoods.

### Headline Measures



The following are major accomplishments in the current year:

- The Laboratory completed the application process for the International Accreditation Program of ISO:17025
- Provided professional training to client agencies in the field of evidence collection and photography
- Used grant funds to offset labor and laboratory supplies necessary for testing.
- Continued collaboration with Santa Clara County Crime Laboratory, Los Angeles County Coroner's Office, and Redwood Toxicology Laboratory to offset operating costs
- Renewed the Laboratory's contract services with the Vallejo, Concord, and Hayward Police Departments
- Trained and tested five volunteer interns to assist in the process of latent finger prints
- Completed the training of two Firearms Examiners
- Accepted responsibility for the Phlebotomy Services contract from Health Services Department
- Established an amortization fund for instrument replacement



### Story Behind Performance

The Laboratory submitted its application to the American Society of Crime Laboratory Directors / Laboratory Accreditation Board (ASCLD / LAB) for accreditation under the international standards and criteria as set forth under ISO:17025. The application included two new areas, which previously had not been accredited. The laboratory will now be audited in the fields of Crime Scene Investigation and Breath Alcohol Calibration. These new criteria expand extensively from the old accreditation program in the areas of customer service and feedback, uncertainty of measurement in reported values, quality of primary critical reagents and standards, and staff education, development, and experience.

### Program Outcome Statement

The San Mateo County Forensic Laboratory serves all criminal justice agencies by providing specialized investigative and scientific

The Laboratory continued its ongoing training effort by providing professional training to client agencies in the field of evidence

collection and photography. By offering the training to the agencies we hope to improve the quality of evidence collected and submitted to the laboratory for analysis.

In 2009, the San Mateo County Sheriff's Office Forensic Laboratory initiated a Latent Print Processing Technician internship program. The program has several requirements: a background check; a time commitment of 16 hours per week for one year; successful completion of the Latent Print Processing Technician training program. After interviewing several interested and qualified applicants from a variety of Bay Area colleges and universities, the laboratory selected five students to participate in its inaugural training class. In July 2009, the five candidates began the laboratory's structured training program; by December 2009, all five candidates successfully completed this program and under the direct supervision of an experienced examiner, commenced processing evidence items for the presence of latent impressions. This internship not only provides students with valuable crime laboratory and courtroom training and experience that will facilitate entrance into a career in Forensic Science, but it also benefits the laboratory in providing indispensable assistance in reducing its case backlog and turnaround times.

As an ongoing cost saving measure, the Laboratory has continued its contractual and professional relationships with the Santa Clara County Crime Laboratory, the Los Angeles County Coroner's Office, and the Redwood Toxicology Laboratory. Santa Clara County Crime Laboratory performs forensic analyses that are not of high enough volume for the Laboratory to maintain competency and efficiency in case analysis - Arson and Questioned Documents are examples of this type of case work. The Los Angeles County Coroner's Office performs Gun Shot Residue (GSR) testing for the County of San Mateo, saving the Laboratory from purchasing a Scanning Electron Microscope (SEM), which is an extremely expensive instrument and requires additional staff to analyze these samples. In the area of urine toxicology the Laboratory has maintained its contract with Redwood Toxicology Laboratory to obtain quicker analysis results at substantial cost savings then performing this testing in-house. These outsourcing arrangements have proven to be very cost effective, while also achieving excellent analysis times for all investigative leads and trial calendars.

Timely analysis is a key measure of success. If evidence cannot be examined within deadlines imposed by the courts, cases are delayed lengthening the time suspects are incarcerated before trial, placing a strain on the crime victims and the victims families. Delays can also cause release of offenders who may re-offend while awaiting trial, or prolong the exoneration of individuals falsely accused of a criminal act and accurate investigative leads that allow investigators to focus on the true perpetrators of crimes in San Mateo County and its service agencies.

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

- To maintain current Laboratory accreditation
- To complete the accreditation process for the ASCLD / LAB change over to ISO / IEC17025:2005(E) standards, mandated by 2010

- To maintain current FBI / DNA audit status, which allows the Laboratory to enter DNA profiles into databases
- To continue the Laboratory's contractual obligations in its other databases in firearms (NIBIN) and fingerprints (CODIS)
- To continue to improve evidence processing turnaround times
- To continue to train staff and develop the Laboratory's capacity
- To seek additional Laboratory revenue through grant opportunities and contract services
- To monitor the Phlebotomy Services contract

**Program Objectives**

The Forensic Laboratory will meet performance targets by doing the following:

Maintain at Least 90% of Customers Rating Forensic Laboratory Services Good or Better

- Fully utilize the Laboratory's databases in DNA, latent prints, and firearms analysis to develop suspect-less case leads and make associations to serial criminal behavior
- Continue cross training of professional staff to increase efficiency of each unit and form the basis of a team approach to casework requiring multiple analyses
- Continue efforts to move the Laboratory's Quality System to new international standards required under ISO
- Continue working with County criminal justice agencies to reduce and refine the amount of evidence submitted for examination per case through direct outreach

Increase Additional Revenue by at Least 3% Annually

- Seek additional opportunities offered through forensic science grants
- Seek out other law enforcement agencies outside of San Mateo County in need of contract laboratory services, and determine if the laboratory can cost-effectively provide desired contract services with a resulting net income growth for the Laboratory and no diminished service to San Mateo County clients

## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>                                      |                      |                      |                        |                      |                      |
| Total number of major case items received                                  | 7,320                | 4,351                | 4,376                  | 2,500                | 2,500                |
| - Firearm items  | 813                  | 778                  | 900                    | 500                  | 500                  |
| - Latent print items <sup>(1)</sup>  | 5,556                | 2,257                | 2,162                  | 1,500                | 1,500                |
| - Forensic Biology (DNA) items   | 951                  | 1,011                | 1,042                  | 500                  | 500                  |
| Number of alcohol case items received                                      | 2,284                | 1,655                | 1,062                  | 1,000                | 1,000                |
| Number of drug case items received   | 3,418                | 3,474                | 3,806                  | 2,800                | 2,800                |
| Number of field calls  | 66                   | 73                   | 66                     | 40                   | 40                   |
| Number of items and analysis requests generated by field calls             | 458                  | 495                  | 544                    | 250                  | 250                  |
| Positive Associations: <sup>(2)</sup>                                      |                      |                      |                        |                      |                      |
| - AFIS Positive Associations   | 75                   | 126                  | 136                    | ---                  | ---                  |
| - CODIS Positive Associations  | 96                   | 40                   | 32                     | ---                  | ---                  |
| - NIBIN Positive Associations  | 14                   | 33                   | 42                     | ---                  | ---                  |
| <b>How Well We Do It (Quality / Efficiency)</b>                            |                      |                      |                        |                      |                      |
| Field call meetings and reports completed within 10 business days          | 93%                  | 100%                 | 80%                    | 90%                  | 90%                  |
| Percent of major cases completed:  |                      |                      |                        |                      |                      |
| - In less than 30 days from assignment                                     | 30%                  | 10%                  | 30%                    | 25%                  | 25%                  |
| - In less than 60 days from assignment                                     | 45%                  | 38%                  | 20%                    | 50%                  | 50%                  |
| Alcohol cases:   |                      |                      |                        |                      |                      |
| - Average turnaround time (in days)  | 3                    | 4                    | 5                      | 4                    | 4                    |
| - Percent completed within 5 days of receipt                               | 98%                  | 67%                  | 75%                    | 100%                 | 100%                 |
| Drug cases:  |                      |                      |                        |                      |                      |
| - Percent completed within 4 days of receipt                               | 26%                  | 28%                  | 16%                    | 40%                  | 40%                  |
| - Percent completed within 7 days of receipt                               | 45%                  | 53%                  | 29%                    | 60%                  | 60%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                            |                      |                      |                        |                      |                      |
| Percent of customers rating turnaround time as good or better              | 98%                  | 97%                  | 90%                    | 90%                  | 90%                  |
| Percent of customers rating forensic laboratory services as good or better | 99%                  | 100%                 | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup>The FY 2007-08 increase in latent print items is due to a methodology change from cases processed, reflected in FY 2006-07, to items processed, which is a more precise measurement of workload. The 54% decrease of items processed in the Latent Print Unit from FY 2007-08 to FY 2008-09 is due to a 50% vacancy in this unit.



<sup>(2)</sup>Automated Fingerprint Identification System (AFIS), Combined DNA Index System (CODIS), and National Integrated Ballistics Information Network (NIBIN) database positive associations are recorded as actuals only.

## Forensic Laboratory (3017P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 32.0              | 31.0              | 30.0               | 30.0                   |                   | 30.0                   |
| Funded FTE                | 32.0              | 31.0              | 30.7               | 29.7                   | (1.0)             | 29.7                   |
| <b>Total Requirements</b> | 6,132,259         | 6,241,322         | 6,904,121          | 8,287,005              | 1,382,884         | 5,895,659              |
| <b>Total Sources</b>      | 4,555,077         | 4,183,768         | 4,657,084          | 5,330,045              | 672,961           | 3,033,416              |
| <b>Net County Cost</b>    | 1,577,182         | 2,057,553         | 2,247,037          | 2,956,960              | 709,923           | 2,862,243              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Federal Grants Match      |                   |                   | (927)              | (927)                  |                   |                        |
| State Grants Match        |                   |                   |                    | 8,722                  | 8,722             | 9,237                  |
| Mandated Services         |                   |                   | 2,247,964          | 2,949,165              | 701,201           | 2,853,006              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,956,960 or 35.7%, of which 100% is mandated.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; adjustments to revenues including increases in forensic laboratory service fees, and decreases in grants and Public Safety Sales Tax (Proposition 172).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (574,502)       | 135,421        | 0                   | 0        | 709,923         | 0         |

#### 2. Recovery Act and Other Grant Funding

Federal stimulus grants from the American Recovery and Reinvestment Act (ARRA) Program have been appropriated. All ARRA grants are budgeted in a subunit that rolls up to the Forensic Laboratory. This includes grants for the Sheriff's Activity League, Narcotics Task Force, and Combating Narcotics at the Southern Border. The FY 2007-08 DNA Backlog Grant and NIJ CITA Grants have been completed and reductions have been made to the appropriate areas.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,247,463       | 1,247,463      | 0                   | 0        | 0               | 0         |

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**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 672,961         | 1,382,884      | 0                   | 0        | 709,923         | 0         |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs; adjustments to revenue including increases in laboratory revenue and the removal of one-time ARRA grant funds.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,296,629)     | (2,391,346)    | 0                   | 0        | (94,717)        | 0         |

## Patrol Bureau (3051P)

### Program Locator

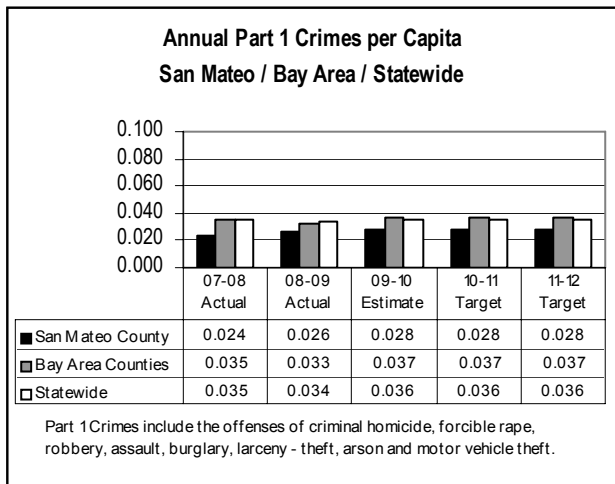
- County
  - Healthy Community
    - Sheriff's Office
      - Administrative and Support Services
      - Professional Standards Bureau
      - Forensic Laboratory
      - ▶ **Patrol Bureau**
        - Investigations Bureau
        - Office of Emergency Services
        - Maguire Correctional Facility
        - Custody Programs
        - Court Security and Transportation Services

communities safe through enforcement, prevention, education and community policing efforts in partnership with communities, other governmental entities and schools.

### Services and Accomplishments

The Patrol Bureau primarily contributes to the Shared Vision of a Healthy Community by 2025 by providing general law enforcement services to the unincorporated areas of the County, and within five contract jurisdictions, including full police services within the Towns of Woodside and Portola Valley; supplemental policing services to County Service Areas #1 and #8, and transit police services for SamTrans / JTPA Transportation District. The Bureau is comprised of Headquarters Patrol that serves the Bayside areas; Coastside Patrol that serves all coastal beats; School Resources; Transit Police; Canine Officer Services; and the Sheriff's Motorcycle Unit. The Patrol Bureau incorporates a strong community policing philosophy into all services and activities provided. This facilitates a sense of partnership with the communities and customers served.

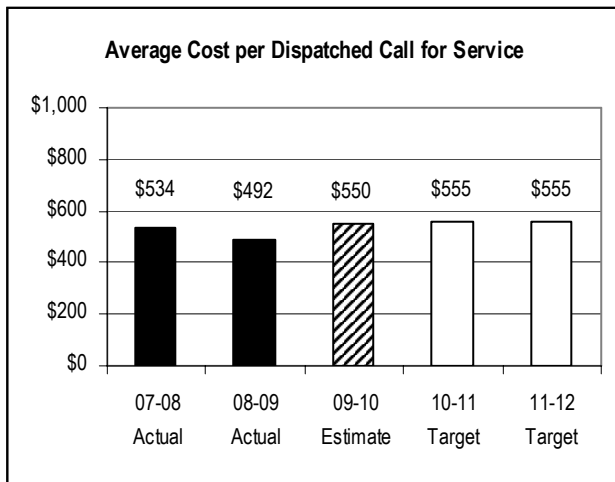
### Headline Measures



Under contract with the San Mateo County Transit District (SamTrans) and the Peninsula Joint Powers Board (JPB / Caltrain), the Sheriff's Transit Police provides law enforcement and investigative services to the municipal bus system and commuter railroad. Combined, these systems transport approximately 60,000 passengers per day on more than 300 buses and 90 trains over 81 miles of track throughout San Francisco, San Mateo and Santa Clara counties. The Bureau strives to improve the safety and security of the users and workers on these systems through professional and reliable police services, innovative problem solving, and working collaboratively with federal, state and local agencies.

The following are major accomplishments in the current year:

- The Community Policing Unit continues to be recognized by the citizens of San Mateo County and the County Board of Supervisors for its outstanding customer service.
- The unit continues to offer its Child Safety Seat Education Program
- Continued to conduct Alcohol and Tobacco Stings Enforcement to all tobacco retailers in the unincorporated areas
- Provided Sober Prom Presentation to educate students at Half Moon Bay and Woodside High Schools
- Participated with the California Highway Patrol in "Honor the Stop" and bicycle safety and education program
- Continued to provide Drug Awareness and Resistance Education (DARE) and Gang Resistance Education and Awareness Training (GREAT) classes at elementary and middle schools
- Sponsored and organized the Eighth annual North Fair Oaks Festival
- Participated in Avoid the 23 DUI Enforcement Program with eight deputies receiving recognition awards



### Program Outcome Statement

The Patrol Bureau strives to improve the quality of life in San Mateo County by providing a high level of public service and keeping

- Continued law enforcement efforts to reduce crime and gang activities by organizing the formation of a neighborhood watch program in the southern end of the North Fair Oaks
- Enhanced the Transit Police Bureau's ability to address and manage critical incidents by the addition of a Sheriff's Sergeant to the unit.

### Story Behind Performance

The crime rate in San Mateo County in 2007 was 0.024 compared to 0.035 for the eight Bay Area counties and 0.035 statewide. While the crime rate in San Mateo County continues to be lower than in the neighboring Bay Area counties and statewide, the number of major crimes in San Mateo County began increasing three years ago after five years of stability. Published 2007 Department of Justice crime statistics revealed petty theft was down significantly from prior years statewide, but major crimes did not subside. With significant economic stress statewide, early 2009 indicators project an upswing in both property and major crimes.

The average cost per dispatched call for service is \$545, an increase of \$11 from the prior year due to cost of living increases for salaries, benefits, and patrol vehicle replacement as well as the unstable oil market resulting in DPW's mileage rate charges to the Sheriff's Office increasing over 15% in 2008.

Response times for priority, emergency, service calls range from 3:45 minutes to 11:00 minutes in rural service areas. Urbanized response times vary depending on traffic congestion. Coastside and rural response times vary by location and may increase slightly, but are expected to vary less than urban areas. Transit response times are longer because of the much wider geographic area covered, and because often the scene of response, either a train or bus, is also moving as the Deputy is responding.

The number of dispatched calls for Patrol service increased significantly due to crime trends and a growing population in urbanized areas. The number of dispatched calls for Transit Police service has grown steadily and is expected to be over 11,000 in 2009. Transit police citations have also increased to approximately 7,000 annually, due to the addition of a Transit Special Enforcement Officer, who writes citations for fare violations on-board, as well as issuing parking citations at the train stations. These citations generate approximately \$115,000 annually in revenue to the District, and have helped improve safety, parking congestion, and responsible rider ship. As a result of increased public awareness and a directed publicity campaign by the District, there has been a marked increase in the number of callers using the 1-877-SAF-RAIL hotline developed by the Transit Police Bureau.

In the City of East Palo Alto gang-related shootings and / or deaths are a common occurrence. Increased gang activity and gun-related crimes, armed robberies, and violence has also been reported in several other Peninsula cities and in unincorporated County areas, including North Fair Oaks. In FY 2009-10 the Sheriff's Office continued to provide temporary mutual aid support to County jurisdictions for emergencies and special events. The Sheriff's Office

remains committed to working with all communities in the County to prevent crime and to apprehend criminals.

The Sheriff's Community Policing programs include School Resources, Sheriff's Activity League (SAL), the North Fair Oaks Festival and Community Alliance to Revitalize Our Neighborhood (CARON) Program. The programs provide positive citizen-law enforcement exchanges and assist in building and maintaining strong communication with communities to better detect and prevent criminal activities. The Sheriff's Child Safety Seat Education Program continues to be recognized for its community customer service work. This program serves over 150 families a year in inspecting child car seats and training new parents in proper installation specific to car model and safety seat model, resulting in San Mateo County having significantly lower vehicle related child injury and death rates than the national average.

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

- To address growing gang-related violence in collaboration with the Sheriff's Office Street Crimes Unit, Countywide Gang Task Force, California Highway Patrol and local police departments
- To continue to address the need for a counter-terrorism training program for public transit train crews, bus operators, and other key personnel
- To continue to collaborate with the Multi Cultural Institute to support the Day Worker Program in the North Fair Oaks area
- To improve response capabilities to major events and disasters by continuing to work in cooperation with other public safety agencies
- To continue to improve traffic enforcement in congested unincorporated areas and explore the expansion of traffic services in designated County Service Areas
- To collaborate with the Office of Emergency Services (OES), to improve community disaster preparedness and address stakeholder desires for additional neighborhood CERTs (Community Emergency Response Teams)
- To improve the investigative capability of the Transit Police Bureau to conduct follow-up investigation to crimes and train-related fatalities
- To continue to address requests from merchants and residents for increased foot and bike patrols by Deputies along Middlefield Road in North Fair Oaks due to increased gang activity
- To continue to increase Juvenile Diversion, Intervention, and Parent Education Program participation without State funding (Temporary Assistance for Needy Families or Juvenile Justice Crime Prevention Act) that formerly provided Probation and Mental Health counselors for the program

### Program Objectives

The Patrol Bureau will meet performance targets by doing the following:

Reduce Gang-Related Violence by Continuing to Support and Dedicate Staff to Community Policing and the Gang Task Force

- Continue to work collaboratively with the Countywide Gang Task Force due to a significant increase in gang violence
- Continue to build community relations through Community Policing programs and continued collaboration with the Human Services Agency on the Day Worker Program
- Continue to provide Drug Awareness and Resistance Education (DARE) and Gang Resistance Education and Awareness Training (GREAT) classes through the School Resources Officers Unit
- Continue to explore opening a substation in Pescadero to increase the Sheriff's patrol presence within the community
- Provide updated Active Shooter training and Crisis Intervention training to staff in conjunction with the Sheriff's Training Unit and OES

Improve Traffic Enforcement and Patrol Service Levels by Increasing Cooperation with Law Enforcement Agencies and Community Stakeholders

- Continue to work in partnership with the California Highway Patrol on enforcement issues in unincorporated areas, utilizing more radar and speed trailers
- Continue to increase traffic enforcement in Woodside, Portola Valley and Eichler Highlands with strategic patrolling at certain times and locations to prevent crime and address traffic enforcement issues
- Continue to participate in Countywide Avoid 23 DUI details
- To attempt to maintain transit Explosive Ordinance Detection (EOD) patrol service on-board Caltrain, at train stations, and throughout the corridor in spite of a 40% reduction in bomb detection resources

Maintain Community Policing Efforts by Continuing to Dedicate Staff to School Resources and Increase Local Grant Funds

- Provide first responder mobilization / support related to mutual aid requests, presidential election activities, or other significant events in coordination with the Sheriff's Office of Emergency Services
- Increase traffic signage in key roadways and intersections
- Maintain consistent assignment of patrol Deputies for improved communication with local residents and better knowledge of community issues and "hot spots"
- Continue to work in partnership with the County's Human Services Agency and local businesses to increase employer participation in a successful Day Worker Program
- Assist communities with development of local CERT disaster preparedness groups, in conjunction with OES
- Continue to participate in community activities, including the CARON program, Sheriff's Activity League events, Dream Machine Event, Mavericks Surfing Competition, July 4<sup>th</sup> Parade, and the North Fair Oaks Community Festival
- Continue to staff School Resource Officer and Community Service Officer positions to provide DARE and GREAT classes,

Child Safety Seat Education, and support the Sheriff's Activity League after school sports and arts programs

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of dispatched calls for service:  |                      |                      |                        |                      |                      |
| - Patrol services  | 64,229               | 65,214               | 60,000                 | 60,000               | 60,000               |
| - Transit Police   | 7,039                | 10,111               | 9,000                  | 11,000               | 11,000               |
| Number of citations issued:  |                      |                      |                        |                      |                      |
| - Patrol services  | 11,824               | 11,757               | 11,000                 | 11,000               | 11,000               |
| - Transit Police   | 7,865                | 6,226                | 6,000                  | 7,000                | 7,500                |
| Number of total traffic activities by Patrol Deputies (non-citation)                           | 18,204               | 18,364               | 17,000                 | 17,000               | 17,000               |
| Number of right-of-way trespassing interventions annually (CalTrain)                           | 222                  | 146                  | 150                    | 175                  | 175                  |
| Number of first-time offenders placed in Juvenile Diversion Program: Aftercare                 | 84                   | 42                   | ---                    | ---                  | ---                  |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Average response time for priority dispatched calls (in minutes):                              |                      |                      |                        |                      |                      |
| - Urbanized service areas  | 4:44                 | 5:07                 | 4:30                   | 4:30                 | 4:45                 |
| - Rural service areas  | 11:41                | 10:25                | 10:55                  | 11:00                | 11:00                |
| - Transit (system-wide 3 counties)   | 19:58                | 20:43                | 20:00                  | 20:00                | 18:00                |
| Number of transit-related arrests  | 100                  | 144                  | 150                    | 150                  | 150                  |
| Average cost per dispatched Patrol service call  | \$534                | \$492                | \$550                  | \$555                | \$555                |
| Number and percent of first time offenders successfully completing Juvenile Diversion Programs | 17 / 90%             | 7 / 87%              | 10 / 85%               | ---                  | ---                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Annual number of Part 1 crimes   | 17,818               | 19,288               | 21,000                 | 21,000               | 21,000               |
| Annual Part 1 crimes per capita:   |                      |                      |                        |                      |                      |
| - San Mateo County   | .024                 | .026                 | .028                   | .028                 | .028                 |
| - Eight bay area counties  | .035                 | .033                 | .037                   | .037                 | .037                 |
| - Statewide  | .035                 | .034                 | .036                   | .036                 | .036                 |
| Number of on-board assaults annually:  |                      |                      |                        |                      |                      |
| - CalTrain commute trains  | 13                   | 16                   | 18                     | 18                   | 25                   |
| - SamTrans buses   | 10                   | 7                    | 14                     | 10                   | 15                   |
| - Total assaults   | 23                   | 23                   | 32                     | 28                   | 40                   |

## Patrol Bureau (3051P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 103.0             | 103.0             | 103.0              | 100.0                  | (3.0)             | 100.0                  |
| Funded FTE                | 103.0             | 102.9             | 102.9              | 100.0                  | (2.9)             | 100.0                  |
| <b>Total Requirements</b> | 22,014,271        | 23,095,863        | 25,161,010         | 27,904,972             | 2,743,962         | 28,140,794             |
| <b>Total Sources</b>      | 12,666,094        | 13,240,174        | 13,839,415         | 12,243,873             | (1,595,542)       | 12,479,695             |
| <b>Net County Cost</b>    | 9,348,177         | 9,855,689         | 11,321,595         | 15,661,099             | 4,339,504         | 15,661,099             |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Proposition 172 MOE       |                   |                   | 3,488,214          | 3,488,214              |                   | 3,488,214              |
| Mandated Services         |                   |                   | 6,390,180          | 10,039,116             | 3,648,936         | 10,013,474             |
| Non-Mandated Services     |                   |                   | 1,443,201          | 2,133,769              | 690,568           | 2,159,411              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$15,661,099 or 56.1%, of which \$2,133,769 or 13.6% is discretionary. This discretionary amount includes Community Policing Services, School Resources Services, Transit Operations, and the SWAT / Hostage Negotiations Team.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; and adjustments to revenue including increases in contract service charges and a decrease in Public Safety Sales Tax (Proposition 172).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,223,500)     | 3,314,769      | 0                   | 0        | 4,538,269       | 0         |

#### 2. Reduction in Workforce—Deputy Sheriff Position in Patrol

One vacant Deputy Sheriff position assigned to Patrol has been deleted to meet budget target. This position was used as an Field Training Officer (FTO) / Trainee position. Elimination of this position will reduce the ability to train new Deputies within POST mandated time frames.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (190,269)      | 0                   | 0        | (190,269)       | (1)       |

**3. San Mateo County Transit District Contract Police Services**

Two Deputy Sheriff positions have been deleted due to contract reductions. The transit district has reduced its contract by two K-9 Deputies. Adjustments to revenue have been made according to the revised contract including negotiated increases for existing positions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (372,042)       | (380,538)      | 0                   | 0        | (8,496)         | (2)       |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,595,542)     | 2,743,962      | 0                   | 0        | 4,339,504       | (3)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs; and increases in revenue for contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 235,822         | 430,832        | 0                   | 0        | 195,010         | 0         |

**5. Adjustment to Meet Budget Target**

Budget adjustments have been made to meet budget target. These adjustments will result in a reduction of law enforcement services to the community including increased response times, reduction in customer service, reduction or delay in functions provided, possible restructuring of service delivery, reduction in programs, and / or an increased workload for remaining staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (195,010)      | 0                   | 0        | (195,010)       | 0         |

**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 235,822         | 235,822        | 0                   | 0        | 0               | 0         |



## Investigations Bureau (3053P)

### Program Locator

- County
  - Healthy Community
    - Sheriff's Office
      - Administrative and Support Services
      - Professional Standards Bureau
      - Forensic Laboratory
      - Patrol Bureau
      - ▶ **Investigations Bureau**
        - Office of Emergency Services
        - Maguire Correctional Facility
        - Custody Programs
        - Court Security and Transportation Services

San Mateo County criminal justice agencies to ensure a safer community and provide a foundation for investigation and prosecution while promoting countywide and area-wide collaborative partnerships. The Bureau also manages property and evidence to support informed and effective administration of criminal justice services to help ensure the safety of law enforcement officers in the field.

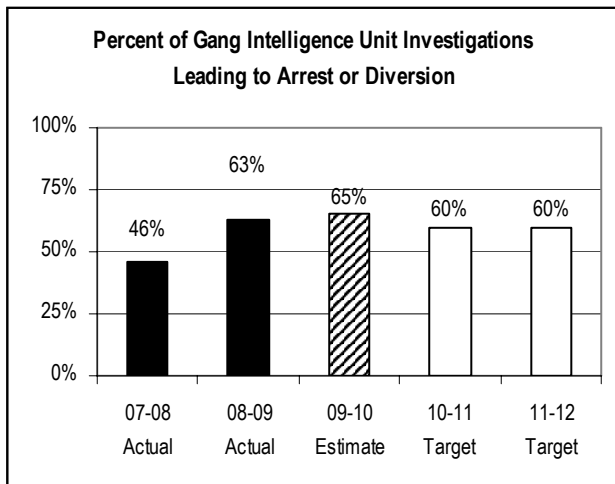
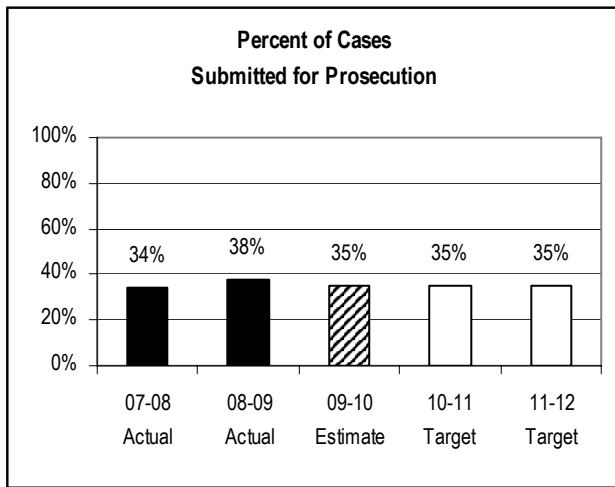
### Services and Accomplishments

The Sheriff's Investigations Bureau primarily contributes to the Shared Vision of a Healthy Community by 2025 by providing law enforcement investigative services for the unincorporated areas and contract cities in the County and specialized investigative support to criminal justice agencies through countywide and area-wide collaborative partnerships. The task force units providing specialized investigative support include: Countywide Narcotics Task Force (CNTF), Vehicle Theft Task Force (VTTF), Northern California High Intensity Drug Trafficking Area (HIDTA), Northern California Regional Intelligence Center (NCRIC), San Francisco International Airport Cargo Theft Task Force (CTTF), the Rapid Enforcement Allied Computer Team (REACT), the Joint Terrorism Task Force (JTTF), and the Countywide Gang Intelligence and Investigations Unit. The Countywide / Hospital Security Unit provides a safe and secure environment for employees and visitors to County facilities, including the Health System Campuses.

The following are major accomplishments in the current year:

- Through a continued focus on intelligence-led policing, the Countywide Gang Task Force continues to provide a coordinated and sustained approach by local law enforcement to gang suppression resulting in 60% of cases leading to arrest or diversion
- Received an extension to the Adam Walsh Grant to track and monitor indigent registered sexual offenders known to be residing in the unincorporated areas of San Mateo County. The grant expires July 30, 2010.
- The Domestic Violence Firearms Compliance Unit, established in cooperation with the California Department of Justice and the County Board of Supervisors, continues to exceed program expectations in reviewing court orders, serving and enforcing court orders, and seizing 142 prohibited weapons this year. This grant expires June 30, 2010.
- The Narcotics Task Force utilized the Drug Endangered Children (DEC) mobile on over 150 drug related investigations. The NTF in collaboration with Child protective services conducted eighteen DEC interventions on behalf of forty-two children.
- With a new Homeland Security Bay Area Urban Area Security Initiative grant, expanded the Northern California Regional Intelligence Center to further enhance and improve intelligence gathering, adding several Crime Analysts to support the new federal model of regional and coordinated intelligence gathering and sharing

### Headline Measures



### Program Outcome Statement

The Sheriff's Office Investigations Bureau provides thorough and effective investigative and specialized services to the public and to

- The Health Security Unit, staffed by a Sheriff's Lieutenant dedicated to managing security services to the San Mateo Medical Center and Burlingame Long-term Care Center responded to over 24,000 calls for security service
- The Countywide Security Unit performed over 9,743 calls for service to County departments during the first half of this year.

### Story Behind Performance

The percent of cases submitted for prosecution is a significant measurement of case follow-up and investigative capabilities. The Sheriff's Office Investigations Bureau has maintained a steady rate over time despite an increase in crime and reduced budget and staffing capacity. Thirty-five percent of investigation cases were submitted to the District Attorney's Office in the first half of FY 2009-10.

Since 2002, the San Mateo County Narcotics Task Force has worked collaboratively with state and federal narcotic enforcement partners in investigating multiple drug trafficking organizations operating in San Mateo County. These investigations affirm the commitment of targeting drug trafficking organizations as mandated by the Office of National Drug Control Policy and the Northern California High Intensity Drug Trafficking Area (HIDTA), who provide supplemental funding to the Task Force.

The Gang Intelligence and Investigations Unit serves as the centralized clearing-house for countywide gang related activities and gang member information. Sixty-one percent of the Sheriff's Gang Intelligence Unit's investigations led to arrest or diversion in FY 2009-10. This is an increase from the prior two years representing a stabilizing caseload since the Unit's creation in Fall 2005. The Unit responds to service calls to conduct full background checks, provides case management assistance and conducts statistical charting and gang member validation in San Mateo County. The unit conducts long term investigations that target criminal street activity. Prosecutions are performed in both state and federal court. In conjunction with other Sheriff's Community Policing efforts, the unit provides a confidential hotline and website for citizens to report gang activity. Working with city police departments throughout the County and the Probation Department, the Gang Intelligence and Investigations Unit's contribution to decreasing gang-related activities will continue to increase.

The Countywide Security Unit maintains regularly scheduled yearly programs such as Workplace Violence Prevention Policy training for first responders, Tax Collector's Security Detail, Elections Security Detail, New Employee Orientation, County Communications Safety Briefing, and Human Services Agency Home Visiting Initiatives. In addition, the Unit provides site security surveys and assessments and customized training related to County employee safety.

The Sheriff's Office has a Lieutenant on site at the San Mateo Medical Center (SMMC) and the Health System to coordinate security issues for the Center and nine medical and mental health clinics located throughout the County. The security director is responsible for managing the contracted security officers at the various facilities, provides security risk assessments, analysis and

recommendations, coordinates law enforcement efforts in jurisdictions responding to Health System matters, trains medical management personnel in the concepts of the incident command system, and manages the County's cardkey system for the facilities' 2,000 employees.

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

- To maintain the current level of staffing, services and collaborative partnerships during the current economic crisis
- To maintain or increase the percentage of criminal case filings submitted to the District Attorney's Office
- To reduce the frequency of domestic violence incidents involving weapons through administrative seizures of firearms by the Domestic Violence Firearms Compliance Unit
- To develop a system to efficiently track parolees and registered sex offenders who are subject to Jessica's Law
- To continue to impact gangs and gang violence through coordinated efforts of the Gang Intelligence and Investigations Unit and the Countywide Gang Task Force (GTF)
- To maintain city agency commitments to contribute officers to the task forces despite budget and staffing shortages
- To reduce availability of methamphetamine and its affects on innocent children who are exposed to a drug endangered environment through a coordinated effort with the countywide Drug Endangered Children Committee
- To provide newly assigned investigators with necessary related training courses

### Program Objectives

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

#### Reduce Gang Related Violence by Arresting or Diverting 60% of Gang Unit Investigations

- Continue to provide leadership and resources to the Countywide GTF by staffing the Gang Intelligence Unit
- Train local law enforcement in gang intelligence including through a second Gang Suppression Training Symposium in fall 2009
- Continue to assign staff to the Countywide GTF summer operations and monthly operations during the remainder months

#### Maintain Firearms Seizures in Domestic Violence Cases at 75 or More Annually

- Review domestic violence related protection orders and identify potential perpetrators
- Determine best methods for contacting perpetrators; serving court orders and confiscating weapons and ammunition
- Meet quarterly with the California Department of Justice evaluators and stakeholders to monitor the program's progress
- Provide Domestic Violence Awareness Training to regional law enforcement agencies
- Successfully renew funding through renewal of the state pilot program grant, or seek an alternative, sustainable funding source

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Develop New Collaborative Partnerships

- Continue to implement the changes recommended by the State of California's Commission on Peace Officer Standards and Training (POST) in an assessment review of Investigations Bureau processes, policies and procedures in order to benchmark best practices and enhance operations
- Expand or maintain current state and federal funding of the Narcotics Task Force in a continued effort to identify, locate and eradicate drug trafficking organizations operating in and around San Mateo County
- Continue ongoing narcotics investigations / intelligence support and training to all San Mateo County law enforcement partners and continue providing drug awareness presentations to schools and community groups
- Complete and put into effect the Investigations Bureau Policy and Procedures Manual
- Install upgrades and additions to the Report Management System (RMS) so that statistical information reports recommended by POST can be produced

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of cases reviewed annually   | 8,799                | 9,248                | 8,870                  | 8,923                | 8,923                |
| Number of cases performed annually:   |                      |                      |                        |                      |                      |
| - Investigative services  | 5,891                | 6,368                | 6,212                  | 6,578                | 6,578                |
| - Multi-jurisdictional services   | 595                  | 643                  | 600                    | 600                  | 600                  |
| Number of calls for County facilities security services <sup>(1)</sup>                        | 22,340               | 33,357               | 35,400                 | 23,000               | 800                  |
| Number of applicants fingerprinted <sup>(2)</sup>   | 6,018                | 4,710                | 4,500                  | 5,500                | 2,750                |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Number of gang members validated  | 244                  | 217                  | 200                    | 180                  | 140                  |
| Number of arrests made annually by multi-jurisdictional task forces                           | 303                  | 331                  | 300                    | 300                  | 300                  |
| Number of cases submitted to the District Attorney's Office:                                  |                      |                      |                        |                      |                      |
| - Major crimes (violence, crimes against persons, excluding sex crimes)                       | 421                  | 292                  | 236                    | 350                  | 350                  |
| - Sex crimes  | 22                   | 76                   | 35                     | 35                   | 35                   |
| - General crimes (property and vehicle theft, embezzlement, other)                            | 2,372                | 1,712                | 810                    | 2,300                | 2,300                |
| Number of weapons surrendered by the Firearm Domestic Violence Program <sup>(3)</sup>         | 93                   | 119                  | 170                    | 77                   | 10                   |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of Gang Intelligence and Investigations Unit leading to arrest or diversion           | 46%                  | 63%                  | 65%                    | 60%                  | 60%                  |
| Number and percent of cases submitted to the District Attorney's Office (Investigations only) | 3,115 / 34%          | 2,410 / 38%          | 2,184 / 35%            | 2,807 / 35%          | 2,807 / 35%          |

<sup>(1)</sup>The change in the target is due to a change in the accounting process. These numbers reflect calls for service throughout the County with the exception of the County Hospital.

<sup>(2)</sup>The drop in the number of applicants fingerprinted in FY 2009-10 reflects a lower amount of job openings countywide due to job contraction and fewer people changing jobs as a result of the current economic downturn.

<sup>(3)</sup>Funding for the Domestic Violence Firearms Compliance Program ends 6/30/10. The statistics since FY2007-08 are the result of the two detectives assigned to the Program.

## Investigations Bureau (3053P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 62.0              | 70.0              | 71.0               | 71.0                   |                   | 71.0                   |
| Funded FTE                | 61.9              | 70.0              | 71.7               | 71.0                   | (0.7)             | 71.0                   |
| <b>Total Requirements</b> | 15,525,816        | 16,231,139        | 21,083,831         | 20,886,044             | (197,787)         | 20,899,825             |
| <b>Total Sources</b>      | 11,090,004        | 11,108,487        | 14,891,051         | 12,379,343             | (2,511,708)       | 12,393,124             |
| <b>Net County Cost</b>    | 4,435,812         | 5,122,653         | 6,192,780          | 8,506,701              | 2,313,921         | 8,506,701              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Federal Grants Match      |                   |                   |                    | 88,645                 | 88,645            | 88,645                 |
| State Grants Match        |                   |                   | 149,146            | 262,169                | 113,023           | 276,894                |
| Proposition 172 MOE       |                   |                   | 2,290,214          | 2,290,214              |                   | 2,290,214              |
| Mandated Services         |                   |                   | 1,752,799          | 3,503,383              | 1,750,584         | 3,454,655              |
| Non-Mandated Services     |                   |                   | 2,000,621          | 2,362,290              | 361,669           | 2,396,293              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$8,506,701 or 40.7%, of which \$2,362,290 or 27.8% is discretionary. This discretionary amount includes Juvenile Diversion, Gang Intelligence and Investigations, Street Crimes Task Force, Cargo Theft Task Force, Countywide Security and Hospital / Health Agency Security.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; increases in intrafund transfers for health security services; and adjustments in revenue including decreases in grants and Public Safety Sales Tax (Proposition 172).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,352,553)     | 88,370         | 83,900              | 0        | 2,524,823       | 0         |

#### 2. Fusion Center

One unclassified Crime Analyst is being added to conduct the analytical operations of the Fusion Center. One unclassified Lead Crime Analyst is being added to provide lead direction, training, coordination of assigned work and work review for the Crime Analysts of the Fusion Center. Both positions are grant-funded.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 255,222         | 255,222        | 0                   | 0        | 0               | 2         |

**3. Firearms Domestic Violence Unit**

Two filled Deputy Sheriff positions assigned to Investigations have been deleted due to the completion of the Firearms Domestic Violence grant program. These Deputies will be transferred to vacant positions. This reduction will eliminate the active pursuit and coordination of weapons retrieval from parties of domestic violence restraining orders in San Mateo County; eliminate the coordination of countywide training to city agencies; and will require that work be redistributed to municipal police departments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (414,377)       | (480,353)      | 0                   | 0        | (65,976)        | (2)       |

**4. Deputy Sheriff Conversion**

One vacant Deputy Sheriff position assigned to Investigations is being converted to a Community Services Officer in order to meet budget target. This reduction will decrease the ability to provide court filing and investigative support work associated with the District Attorney and municipal police departments. In addition, other sworn-specific investigative work will be reallocated to existing Investigators within the Sheriff's Office.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (190,269)      | 0                   | 0        | (190,269)       | (1)       |
| 0               | 80,343         | 0                   | 0        | 80,343          | 1         |

**5. Overtime Reduction**

Overtime has been reduced in Investigations to assist in meeting budget target. This reduction will delay the investigation of cases and increase the number of open cases.

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

**TOTAL FY 2010-11 FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,511,708)     | (281,687)      | 83,900              | 0        | 2,313,921       | 0         |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs; and a net decrease in revenue from grant funded programs including a decrease in the Adam Walsh grant offset by increases in revenue for Northern California High Intensity Drug Trafficking Area (NCHIDTA).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 13,781          | 194,843        | 0                   | 0        | 181,062         | 0         |

**7. Adjustment to Meet Budget Target**

Budget adjustments have been made to meet budget target. These adjustments will result in a reduction of law enforcement services to the community including increased response times, reduction in customer service, reduction or delay in functions provided, possible restructuring of service delivery, reduction in programs, and / or an increased workload for remaining staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (181,062)      | 0                   | 0        | (181,062)       | 0         |

**TOTAL FY 2011-12 FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 13,781          | 13,781         | 0                   | 0        | 0               | 0         |

## Office of Emergency Services (3055P)

### Program Locator

- County
  - Healthy Community
    - Sheriff's Office
      - Administrative and Support Services
      - Professional Standards Bureau
      - Forensic Laboratory
      - Patrol Bureau
      - Investigations Bureau
      - ▷ **Office of Emergency Services**
        - Maguire Correctional Facility
        - Custody Programs
        - Court Security and Transportation Services

### Program Outcome Statement

The Sheriff's Office of Emergency Services (OES) provides emergency management, search and rescue services; law enforcement and fire service support; emergency response for on scene management, major planned event services and personnel, volunteer recruitment, training, planning, and Homeland Security funding coordination to support public safety efforts. OES strives to reduce loss of life, injury and property, and assist federal, state, and local jurisdictions with terrorism prevention, event mitigation, and disaster preparedness.

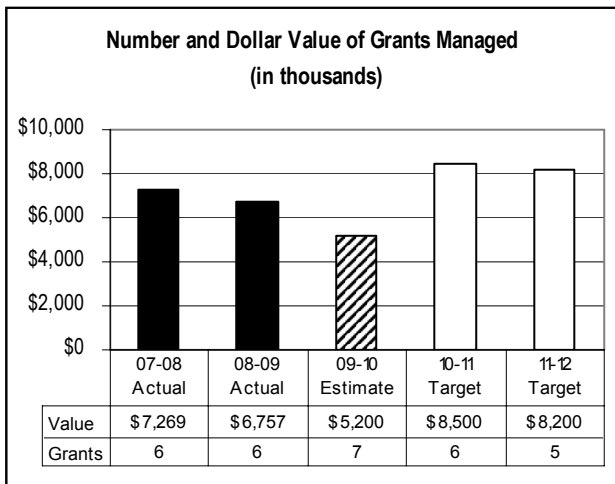
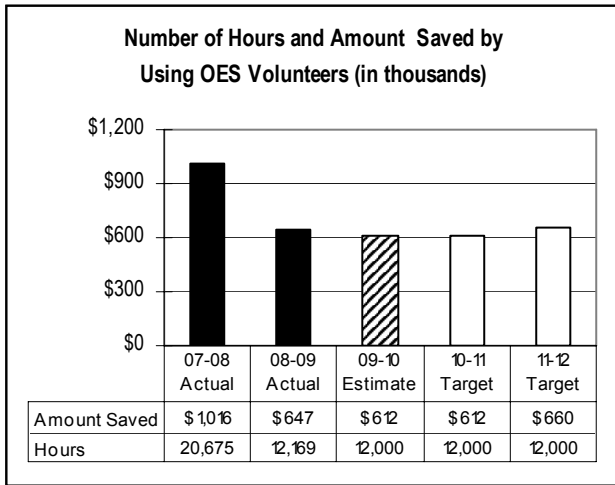
### Services and Accomplishments

The Sheriff's Office of Emergency Services and Homeland Security primarily contribute to the Shared Vision of a Healthy Community by 2025 through its law enforcement-directed Emergency Services Bureau and the professional Emergency Management Services staff. Each branch has a separate and distinct mission; however each branch works together in accordance with the state-mandated Emergency Management System (SEMS). OES also is pursuing County-wide National Incident Management System (NIMS) training and compliance standards to all jurisdictions in San Mateo County. OES also prepares and monitors all Homeland Security grants for the County and the San Mateo County Operational Area.

The following are major accomplishments in the current year:

- Awarded three state Homeland Security Grants for terrorism response, emergency response, planning training and equipment
- Met with all Joint Powers Authority member cities and towns to improve OES customer service efforts and expand joint participation in emergency management activities
- In collaboration with County Information Services Department, continued work on the Radio Interoperability Project moving all first responders to a designated radio wave for significantly increased regional communication ability; received three grants to fund this multi-million dollar infrastructure project
- OES staff responded to 48 major emergencies including fires, cliff erosion, gas leaks, oil spill and hazardous materials incidents; and OES Joint Powers Authority (JPA) partners responded to over 700 calls for service, including 100 Bomb Squad callouts
- Organized and coordinated the Fifth annual Emergency Preparedness Day which drew over 1000 attendees. For the first time it was moved to the North County.
- Monthly testing of the nine tsunami sirens continues along with annual full volume test.
- Continued development of Extreme Weather Plan with Human Services Agency and the Health System
- Continued to provide National Incident Management System courses for Cities and County employees; established training on the County's Learning Management System (LMS).Through

### Headline Measures





the use of course customization, student satisfaction has shown marked improvement

- Supported the City of Redwood in the 2010 Golden Guardian Exercise, which focused on a mock explosion at a port.
- Continued to supply Community Emergency Response Teams (CERT) programs with grant purchased back packs and kits and to distribute equipment from California Volunteers
- Supported the Health System by sending messages to the leadership in the cities and towns
- Activated Telephone Notification System to advise communities of H1N1 vaccination, clinics taking advantage of the multilingual feature
- Continued working the Silver Dragon pandemic flu emergency response exercise
- Actively participating in Regional Catastrophic Planning Grant Program (RCPGP) with the goal of creating five regional plans including: Mass Fatality, Care and Shelter, Volunteer Management, Debris Management and Mass Transportation and Evacuation
- In coordination with other Sheriff's Office Community Policing efforts, worked with a variety of community preparedness groups including Thrive, Peninsula Clergy Network, Area Office on Aging, Coastside Disaster Preparedness / Coastal Emergency Action Program and Community Alliance to Revitalize Our Neighborhood (CARON) program

### **Story Behind Performance**

The Office of Emergency Services and Homeland Security (OES) continues ongoing efforts in planning, training and exercising all first responder efforts regarding emergencies, incidents, and disasters. OES and the Joint Power Authority partner agencies responded to over 700 service calls this year for law enforcement, fire, hazardous materials incidents, bomb threats and search and rescue missions. OES staff continues to aggressively seek Department of Homeland Security grant funds to equip and prepare San Mateo County for all types of natural and human-made disasters, managing six grants valued at over \$11 million in the FY 2009-10 budget.

The Office of Emergency Services maintains and upgrades the Countywide Emergency Operations Plan (EOP). The National Incident Management System (NIMS) became a standard for all government agencies. NIMS compliance is a requirement of the National Response Plan. OES assessed the requirements of what NIMS compliance entails and has rolled out alternative training suggestions to all cities and County agencies. The Sheriff's Office and the Health System are both initiating NIMS training programs and mandating minimum levels of training. OES has a staff member dedicated to providing training on regular intervals county wide.

After a drop in Hazmat calls in FY 06-07, calls have rebounded. The County of San Mateo Environmental Health's waste drop off program which allows residents to safely bring household waste to collection sites to be disposed of properly is still in place. The poor economy may be having an impact giving more people reason to leave hazardous waste on the street. The impact on the OES staff

has been to reduce time spent working on the emergency management activities in the cities and towns.

OES responds to 40 to 50 major emergencies each year including serious fires, extreme storm conditions, law enforcement events, SWAT incidents, missing person searches, rescues, hazardous materials incidents, bomb threats, and national security alerts. The Office has been able to respond to 100% of incidents within one hour. Victim assistance remains a high priority, both for OES and the first responder agencies that OES supports. After seeing the after effects of Hurricane Katrina, services and support for family members by the Red Cross have been brought quickly to the scene and efforts have been focused on vulnerable populations. As part of interest in vulnerable populations, OES conducted two Disaster Preparedness Train the Trainer programs with those serving vulnerable populations. Over ninety people were trained and those trainers reached out and trained 1,100 people.

The OES staff work closely with all emergency response agencies and several community based organizations, including Thrive and Peninsula Clergy Network. OES understands the need to partner with non-profit service providers. Both groups are now included in the San Mateo County Alert system. HAM radios were deployed this year to key non profit agencies maintaining the support of agencies providing emergency food, shelter, and most importantly understanding and supporting "Special Needs" population is at the forefront of the OES mission.

Community Emergency Response Teams (CERT) continue to grow throughout San Mateo County. There are almost 3,150 trained CERTs in the County at this time. OES supports the CERT program in several ways including assisting with training, providing grant purchased supplies and coordination. CERT has expanded to unincorporated areas.

In keeping with the tradition of strong citizen preparedness efforts, OES worked closely with members of the San Mateo County Board of Supervisors to host the Fifth Annual Emergency Preparedness Day, which was held in North County in South San Francisco. Over 1,000 residents came to the event to view preparedness and disaster response demonstrations and visit City and County government-staffed information booths so residents understand resources available to them and the planning efforts going on close to home. This year 110 people went through CPR training as part of the event. Planning for the sixth annual event is now underway.

The Search and Rescue Unit is on-call seven days a week, twenty-four hours a day. OES has over 230 trained volunteers who respond to situations involving lost persons as well as water related incidents. These volunteers respond to extraordinary and planned events each year, saving thousands of agency staff hours. The prompt response of the Search and Rescue Unit has resulted in the timely location of and aide to lost victims of heart attacks, illnesses, dementia or suicide.

This year OES continued a routine program of using volunteers for storms. The program is named Storm Watch. The mission of Storm Watch is to assist with calls for service involving wires down and

fallen trees. It is now routine to plan for the use of volunteers when advance notice of storms come in as happened in January of 2010.

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

- To continue to work effectively with local, regional, state, and federal agencies to ensure San Mateo County receives real information in regards to threat levels and terrorist activities and trends throughout the world
- To maintain the Emergency Services Joint Powers Authority (JPA) position in the funding formula that continually supports the Hazardous Material Entry Team through the Fire Service
- To ensure that San Mateo County's preparedness needs are considered on a regional planning level through the federal Bay Area Urban Area Security Initiative (UASI) and the Regional Catastrophic Planning Grant Project (RCPGP)
- To improve inter-agency coordination, communication, education, and regional training on critical issues of countywide emergency preparedness
- To balance grant administration requirements from the Department of Homeland Security, while continuing to respond to natural and man-made disasters and emergency incidents
- To continue to fund programs such as Community Emergency Response Teams, and provide weapons of mass destruction detection resources training and exercises
- To maintain grant assets such as vehicles and trailers
- To secure funding for the Dam and Levee Project as recommended by the Grand Jury
- To train County staff and prepare County departments for a role in the Emergency Operations Center
- To obtain a new site for the County Emergency Operations Center, adequate and safe for use in any type of emergency or disaster event

#### Program Objectives

The Office of Emergency Services and Homeland Security will meet performance targets by doing the following:

##### Achieve an Overall JPA Customer Satisfaction Rating of at Least 90%

- Respond to all major emergency incidents occurring in the County within one hour
- Continue to seek inclusion of the San Francisco International Airport as an associate member of the JPA as recommended in a 2006 Grand Jury investigation and report
- Develop a proposal for the JPA to assume ongoing maintenance responsibilities for equipment and material purchased through Homeland Security grants, including adequate storage facilities that offer protection and security
- With the Board of Supervisors, organize the sixth annual Emergency Preparedness Day in September of 2010
- Continue to use, develop and market the San Mateo County alert system ([www.smcalert.info](http://www.smcalert.info)) for both first responders and citizen notifications, with a focus on targeting schools

- Continue to expand and improve the Telephone Emergency Notification System (TENS), using reverse 9-1-1 technology.
- To conduct monthly full volume Tsunami Siren tests
- Continue to work with all cities that have not adopted the 2006 Emergency Operations Plan for City Council acceptance
- Expand the use of the electronic database to manage the use of JPA and Sheriff's Office equipment including maintenance
- Acquire a regional command vehicle

##### Ensure San Mateo County Preparedness needs are met by participating in 5 Major Trainings or Exercises Annually

- Participate in County and State training exercises including Golden Guardian in May 2010 and Urban Shield in October 2010
- Participate in the federal Bay Area Urban Area Security Initiative (UASI) program for the San Francisco Regional Area
- Participate in the state "Great Shakeout" Duck, Cover and Hold Earthquake Preparedness Exercise
- Participate in the federal Regional Catastrophic Planning Grant Project (RCPGP) to upgrade five key regional plans
- Continue to assist the Health System with planning and training on the countywide pandemic flu planning and Silver Dragon exercises
- Train and exercise city and County staff on the Emergency Operations Center function and procedures, NIMS requirements, and CERT programs
- Develop County Departmental Operation Centers (DOC) for key County departments, to support the Emergency Operations Center (EOC) and encourage department emergency planning
- Continue to advocate for radio interoperability as directed by Homeland Security to fulfill a national goal

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual   | FY 2008-09<br>Actual   | FY 2009-10<br>Estimate | FY 2010-11<br>Target   | FY 2011-12<br>Target   |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>What / How Much We Do (Effort)</b>   |                        |                        |                        |                        |                        |
| Annual calls for service  | 693                    | 706                    | 685                    | 685                    | 685                    |
| Number of search and rescue / law enforcement support mission requests  | 206                    | 139                    | 200                    | 200                    | 200                    |
| Number of incidents responded to by OES staff   | 39                     | 39                     | 55                     | 50                     | 50                     |
| Total mutual aid calls for service:   |                        |                        |                        |                        |                        |
| - Law enforcement   | 330                    | 420                    | 325                    | 325                    | 325                    |
| - Fire  | 18                     | 17                     | 15                     | 10                     | 10                     |
| - Haz-Mat   | 24                     | 38                     | 35                     | 35                     | 35                     |
| - Bomb Squad – high threat  | 69                     | 56                     | 82                     | 80                     | 80                     |
| - Bomb Squad – total calls  | 115                    | 92                     | 110                    | 115                    | 115                    |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                        |                        |                        |                        |                        |
| Annual FTE paid hours saved by use of OES volunteers  | 20,675                 | 12,169                 | 12,000                 | 12,000                 | 12,000                 |
| Amount saved by use of OES volunteers <sup>(1)</sup>  | \$1,016,426            | \$647,768              | \$612,000              | \$612,000              | \$660,000              |
| Percent of emergency incidents responded to within one hour   | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                        |                        |                        |                        |                        |
| Number and percent of Operational Area (JPA) customers rating OES support as good or better in annual customer survey | 14 / 100%              | 16 / 100%              | 15 / 90%               | 15 / 90%               | 16 / 90%               |
| Number and percent of Bomb Squad callouts where an explosive or dangerous device is located and disarmed              | 47 / 42%               | 42 / 46%               | 41 / 37%               | 40 / 40%               | 40 / 40%               |
| Number and dollar value of grants managed during the year   | 6 grants / \$7,269,574 | 6 grants / \$6,757,053 | 7 grants / \$5,200,000 | 6 grants / \$8,500,000 | 5 grants / \$8,200,000 |

<sup>(1)</sup> The amount saved by use of OES volunteers is based on hourly rate of \$42 in FY 2007-08.

## Office of Emergency Services (3055P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 11.0              | 10.0              | 10.0               | 10.0                   |                   | 10.0                   |
| Funded FTE                | 11.0              | 10.0              | 10.0               | 10.0                   |                   | 10.0                   |
| <b>Total Requirements</b> | 5,253,950         | 5,592,762         | 9,512,781          | 10,921,019             | 1,408,238         | 10,921,019             |
| <b>Total Sources</b>      | 2,950,326         | 4,041,586         | 8,088,006          | 8,915,630              | 827,624           | 8,915,630              |
| <b>Net County Cost</b>    | 2,303,624         | 1,551,176         | 1,424,775          | 2,005,389              | 580,614           | 2,005,389              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Federal Grants Match      |                   |                   | (40,000)           |                        | 40,000            |                        |
| Emergency Services JPA    |                   |                   | 529,395            | 783,952                | 254,557           | 767,680                |
| Mandated Services         |                   |                   | 674,434            | 920,795                | 246,361           | 932,338                |
| Non-Mandated Services     |                   |                   | 260,946            | 300,642                | 39,696            | 305,371                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,005,389 or 18.4%, of which \$300,642 or 15% is discretionary. This discretionary amount includes Marine Patrol and Rescue, and Terrorism Response.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; adjustments to Department of Homeland Security grants; and adjustments to revenue including a decrease in Public Safety Sales Tax (Proposition 172) and a decrease in revenue from the Solid Waste Fund.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,592,624       | 2,173,238      | 0                   | 0        | 580,614         | 0         |

#### 2. FY 2006-07 Urban Area Security Initiative (UASI) Grant

Budget reductions have been made to account for the completion of the FY 2006-07 UASI grant.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (765,000)       | (765,000)      | 0                   | 0        | 0               | 0         |

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**TOTAL FY 2010-11 FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 827,624         | 1,408,238      | 0                   | 0        | 580,614         | 0         |

**FY 2011–12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs. Reductions in various overtime, extra help and special pay accounts have been made to offset these increases. These adjustments will result in a reduction of law enforcement services to the community including increased response times, reduction in customer service, reduction or delay in functions provided, possible restructuring of service delivery, reduction in programs, and / or an increased workload for remaining staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 20,598         | 0                   | 0        | 20,598          | 0         |
| 0               | (20,598)       | 0                   | 0        | (20,598)        | 0         |

## Maguire Correctional Facility (3101P)

### Program Locator

- County
  - Healthy Community
    - Sheriff's Office
      - Administrative and Support Services
      - Professional Standards Bureau
      - Forensic Laboratory
      - Patrol Bureau
      - Investigations Bureau
      - Office of Emergency Services
      - ▷ **Maguire Correctional Facility**
        - Custody Programs
        - Court Security and Transportation Services

### Program Outcome Statement

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates in a humane and respectful environment. It assists the Court, law enforcement agencies, inmates and their families by operating a safe and secure correctional facility that ensures defendants appear in court and complete jail sentences. Inmates are incarcerated in a manner, which provides for their medical, nutritional, hygienic, legal, and spiritual needs and are offered program services designed to provide opportunities to improve their lives both during and after incarceration to reduce recidivism.

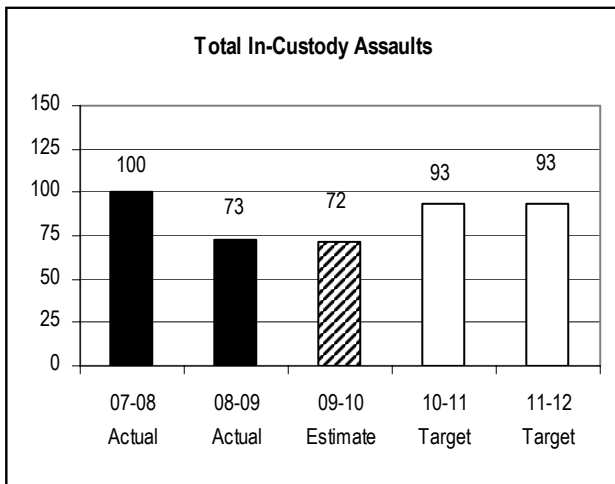
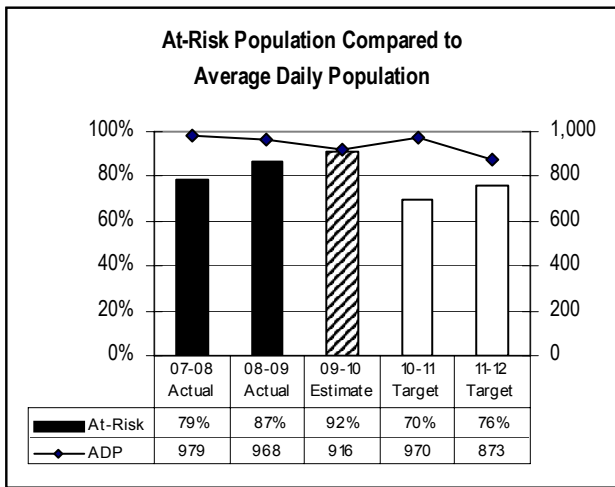
### Services and Accomplishments

The Maguire Correctional Facility (MCF) primarily contributes to the Shared Vision of a Healthy Community by 2025 as the largest housing facility and the only receiving correctional facility for adult offenders in San Mateo County. It is a maximum-security facility with an average daily population (ADP) of approximately 948 inmates. The Detention Division has been actively working to develop alternatives to incarceration with the Custody Division and the Court to manage the growing inmate population.

The following are major accomplishments in the current year:

- Recognized by the California State Association of Counties (CSAC) by receiving a 2009 Challenge Award for the "Green Jail Initiative"
- Began a ten year old capital improvements project to replace the carpeting in the housing units and increase the life expectancy of the carpets by adding a "ucrete" pathway between the cells and the carpet
- Completed a capital improvements project to resurface two outside recreation areas that also serve as the roof for a portion of the facility
- Through a re-utilization plan of modifying work hours reduced overtime and enhance security during key operating times in the facility
- Using STARS award money purchased equipment to assist in the "green" efforts by compacting cans for recycling
- Through a restructuring of the work hours for managers reduced the number of positions and increased continuity of shifts
- In partnership with Correctional Health Services implemented the H1N1 response plan reducing and isolating the number of H1N1 cases in the facilities
- Continued with preventative maintenance projects in the facilities including painting and re surfacing approximately 35% of the men's jail
- Expanded the Corrections Division Compliance Unit with the assignment of one Correctional Officer as the Grievance Compliance Officer
- Completed the three year project to replace the Life Safety Air tanks in the MCF and WCC

### Headline Measures



- Continued to utilize the medical housing unit to provide overflow housing when inmate populations rise on weekends
- Assisted the Jail Planning Unit in the effort to plan and construct a replacement correctional facility
- Implemented the Correctional Assessment and Intervention System (CAIS), which is designed to provide an integrated assessment tool which identify evidence-based supervision strategies that emphasize public safety, rehabilitation, accountability, and criminogenic needs. CAIS employs a single semi-structured interview to derive assessments of risk, strengths, and needs.
- Enhanced a tracking and evaluation system to identify outcome measures for successful re-entry efforts
- Through a reorganization, consolidated Maguire, Women's Correctional Center and Alternative to Custody Programs under one Corrections Division Captain to increase efficiency in jail and inmate management
- Continued to collaborate with Correctional Health Services, Probation and Community Based Organizations to reduce jail population through an active re-entry program which helps reduce recidivism
- Developed implementation procedures for the Jail Management System (JMS) that will replace Criminal Justice Information System (CJIS) and provide advanced tracking and security for inmate management
- Continued to utilize the medical housing unit to provide overflow housing when inmate populations rise on weekends
- Continued to collaborate with the Courts and Probation to implement the use of the "Pathways" program for modified sentenced inmates
- In partnership with the Information Services Department and County criminal justice departments, completed the multi-year project to migrate the CJIS operating system

### Story Behind Performance

The daily population at the Maguire Correctional Facility (MCF) continues to experience a pronounced and sustained increase, reaching numbers from 950 to 1,000 inmates in a facility rated by the California State Corrections Standards Authority for 688. Two measures of challenges to inmate management include the percent of inmates classified as "at-risk" – which impact where and how inmates are housed within the existing, limited number of beds; and number of assaults on staff and other inmates. The average daily population (ADP) in FY 2009-10 is 948, representing a slight decline from the prior two years primarily as a result of successful efforts by the County's Criminal Justice Departments to modify low offender inmates out of custody and into community re-entry programs. The percent of Maguire's "at-risk" population rose from 75% in 2007 to 89% in 2009, partly as a result of the reduced ADP.

The cause for today's overcrowding in MCF is due to the closure of alternative low-risk-inmate custodial facilities including the Men's and Women's Honor Camps. Increased gang enforcement and increased average length of stays for inmates has exacerbated the

overcrowding. The Minimum Security Transitional Facility (MSTF) has a capacity of 46 inmates, 25 of those beds are designated Work Furlough. While the remaining beds provide an important transitional program for inmates in the last 30 days of sentence, these beds offer limited overall relief for the general Maguire Facility population. An issue of great concern affecting the Maguire Facility was inmates' surrendering during the busiest hours in order to serve weekends. A reorganization of the Sheriff's Corrections Division consolidated non-custodial alternative programs such as the Sheriff's Work Program, Work Furlough, and Weekenders to the "Alternative Sentencing Bureau." The Alternative Sentencing Bureau allows for better management of the sentenced inmate population and minimizes this issue of weekend surrenders. While an average 57% of the sentenced inmate population currently serves sentences in alternative non-custodial programs, trends reveal increasingly more sentenced inmates are not eligible for alternative custody programs due to the severity of the crime.

In October 2006, the population of the Women's Correctional Center (WCC) exceeded its maximum bed capacity. Staff from Maguire and WCC worked to develop a formal plan that would allow for the temporary use of a medical housing unit in Maguire for overflow housing for men or women based on target highs and lows in the Maguire and WCC populations. In May 2007, the men's population peaked and the Unit was converted to men's overflow housing until April 2008. These target highs and lows in the population allow for the Overflow Housing Unit to ease emergent overcrowding in these facilities and assist management of the total inmate population. The Overflow Housing Unit has been used in FY 2009-10 for men on weekends when the population peaks.

To address jail overcrowding and potential state legislation that may increase County jail populations and the need to upgrade current County custody facilities and program services, the Sheriff's Office is participating in critical jail planning entities. The Jail Overcrowding Task Force, which includes the Court and County Criminal Justice agencies, is planning a multi-targeted approach to managing jail population. The Inmate Re-entry Services Committee, which oversees a collaborative approach with Correctional Health Services, the Probation Department, and community treatment programs to reduce recidivism among mentally ill and drug dependant offenders through in-custody to post-custody targeted services. The results prove an increase in the number of participants who successfully complete drug treatment programs, a reduction of probation violations for failure to complete probation terms and a decrease in jail population. These positive outcomes have led to a County Stars Award for program performance.

The Release on Own Recognizance Program (ROR) continues to operate effectively interviewing, classifying and expediting the release of misdemeanor arrestees through the Promise to Appear Citation Program. ROR provides information for Probation Pretrial to ensure accurate and timely pretrial reports to the Court. Staff prepares weekly lists of new modifiable inmates based on a review of sentences determined by the Courts. This list is reviewed by a jail classification officer and the dedicated probation officer to ensure quality assurance regarding the information about the progress of

individual inmates. Post-release recidivism data is regularly gathered by querying the jail's booking database for the current status of released inmates. Statistical reporting continues to improve. The addition of enhanced methods to track new booking fees and the collection of data used by the Re-entry Work Group has contributed to an improved ability of Maguire Correctional Facility (MCF) staff to compile reports.

In FY 09-10 a new program designed to reduce inmate recidivism was implemented. Federally funded Second Chance Grant funds are being used to create an evidence-based CAIS assessment system for the purpose of placing inmates into programs that are better tailored to the inmates needs. All ROR staff have been trained to administer an initial assessment to new bookings, and two assessors have been added to review assessments, identify high-risk offenders, and perform case management tasks.

Correctional staff has strengthened its relationship with Forensic Mental Health staff to address an increase in demand for mental health services. These steps have included an emphasis on developing and adhering to approved Inmate Management Plans to effectively manage and meet the needs of those inmates who require additional supervision and care. These efforts have resulted in a decrease of violent incidents involving assaults by inmates on both staff and the inmate population.

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

- To continue to manage an overcrowded population
- To complete necessary maintenance projects at MCF to protect the facility's life expectancy
- To reduce assaults on inmates and staff
- To reduce the number of rule violations by inmates
- To find more alternative placements for inmates with modifiable sentences through the continued work of the Re-entry Work Group
- To complete a thorough review of the expanded Choices Program to measure its effectiveness as both an inmate management tool and its impact on recidivism
- To identify and implement a quality assessment tool matching inmates with program opportunities
- To build, train, and implement the new Jail Management System (JMS) and assist with the Criminal Justice Information System (CJIS) link to the JMS
- To review the quality and accuracy of the Correctional Assessment and Intervention System (CAIS)
- To keep jail staff trained to manage the challenge of gang members in custody, as inmate gang membership grows
- To support the jail planning unit and other committees and task forces working toward addressing the County's critical inmate population challenges
- To continue to work effectively in the review of inmate services and programs to best meet the needs of inmates and inmates families.

**Program Objectives**

The Maguire Correctional Facility will meet performance targets by doing the following:

Reduce Inmate Assaults by 10% and Staff Injuries by 5% Within Five Years

- Increase training for line staff to avoid one on one staff to inmate physical interventions
- Enforce and re-emphasize direct supervision principles and strategies related to inmate daily pod activities
- Maintain a system to measure and evaluate the reduction of violence toward inmates and staff
- Update and increase ongoing training of defensive tactics and arrest and control techniques
- Provide drug awareness education to ensure staff readily recognizes those under the influence in order to prevent suicide attempts, assaults, and potential life threatening seizures or other reactions
- Increase the use of the Emergency Response Team (ERT) deployment in movement of potentially assaultive inmates
- Increase the use of the administrative classification unit to assist facility staff in identifying potentially violent inmates and assign suitable housing to ensure staff and inmate safety

Increase Overall Security and Functionality of the Facility by Meeting or Exceeding Standard Guidelines Rated Annually by the Correction Standard Authority

- Continue to support the County's CJIS Migration plans and identify the steps necessary to secure a new JMS
- Establish a Special Enforcement Team designed to investigate criminal behavior and security issues
- Continue to work with Mental Health Services to use inmate management plans effectively
- Continue the Crisis Intervention Training (CIT) for all correctional staff with inmate contact
- Continue to assign a full time Deputy Sheriff as security in front public lobby and visitor areas
- Continue suicide prevention training for staff and inmates
- Continue to utilize the Relief Staffing Unit to backfill temporarily vacant staff positions and reduce reliance on overtime
- Continue and evaluate the effects of the Customer Service Training Program for front public lobby staff

Continue and Expand "Greening" Efforts in the Facility by Reducing Waste and Energy Cost by 5%

- Develop inmate housing unit compost / recycling collection points
- Provide education for staff and inmates on value and ways to reduce the facility's carbon footprint
- Expand use of low energy lights while maintaining security
- Work with Department of Public Works to find "green" solutions to maintenance projects in the facility including paint, floor replacement and cleaning products



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With Custody Programs and County Partners, Increase Re-entry Program Opportunities to Serve 10% More Inmates

- Continue to partner with County partner agencies to enhance existing re-entry services programs to help reduce recidivism
- Evaluate the effectiveness of the newly implemented Correctional Assessment and Intervention System (CAIS) in it's ability to identify specific programming needs
- Evaluate inmate programs and services through evidence based assessments
- Continue work with Probation to assign a full time Probation Officer to inmates in custody in an effort to modify sentences out of custody and into re-entry programs
- To provide a clear map of program availability to inmates and inmates families

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>                                  |                      |                      |                        |                      |                      |
| Number of persons booked into custody                                  | 18,894               | 18,398               | 16,728                 | 19,000               | 17,500               |
| Number of releases   | 16,770               | 17,793               | 16,968                 | 18,000               | 16,500               |
| Number of inmates bailed from custody                                  | 3,125                | 3,433                | 3,208                  | 3,200                | 2,880                |
| Number of inmates cited out of custody                                 | 2,854                | 2,881                | 3,114                  | 3,200                | 2,880                |
| Average daily population managed at the Maguire Correctional Facility: |                      |                      |                        |                      |                      |
| - Pre-sentence inmates   | 584                  | 671                  | 626                    | 650                  | 585                  |
| - Sentenced inmates  | 395                  | 297                  | 291                    | 320                  | 288                  |
| - Total inmates  | 979                  | 968                  | 916                    | 970                  | 873                  |
| <b>How Well We Do It (Quality / Efficiency)</b>                        |                      |                      |                        |                      |                      |
| Percent of average daily population classified as:                     |                      |                      |                        |                      |                      |
| - Gang affiliation   | 16.3%                | 16.8%                | 20.7%                  | 15.0%                | 17.0%                |
| - Assaultive   | 29.0%                | 30.6%                | 28.5%                  | 25.0%                | 28.0%                |
| - Suicidal   | 19.4%                | 23.3%                | 21.2%                  | 18.0%                | 18.0%                |
| - Requiring psychological monitoring                                   | 2.2%                 | 2.7%                 | 4.2%                   | 3.0%                 | 2.5.0%               |
| - Requiring protective custody   | 12%                  | 13.2%                | 15.7%                  | 8.0%                 | 10.0%                |
| - An escape risk   | 0.3%                 | .45%                 | 12.0%                  | 0.5%                 | 0.5%                 |
| Number of documented major rule violations committed by inmates        | 457                  | 374                  | 252                    | 460                  | 400                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                        |                      |                      |                        |                      |                      |
| Number of assaults:  |                      |                      |                        |                      |                      |
| - inmate vs. inmate  | 80                   | 53                   | 60                     | 75                   | 75                   |
| - inmate vs. staff   | 20                   | 20                   | 12                     | 18                   | 18                   |
| Number of:   |                      |                      |                        |                      |                      |
| - escapes  | 0                    | 0                    | 0                      | 0                    | 0                    |
| - attempts   | 0                    | 0                    | 0                      | 0                    | 0                    |
| - release in error   | 0                    | 3                    | 0                      | 0                    | 0                    |
| Number of reported staff injuries                                      | 25                   | 32                   | 10                     | 30                   | 30                   |

## Maguire Correctional Facility (3101P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 226.0             | 226.0             | 221.0              | 219.0                  | (2.0)             | 219.0                  |
| Funded FTE                | 225.6             | 226.0             | 221.7              | 219.0                  | (2.7)             | 219.0                  |
| <b>Total Requirements</b> | 46,481,820        | 46,661,651        | 49,456,496         | 55,060,219             | 5,603,723         | 55,180,034             |
| <b>Total Sources</b>      | 13,996,277        | 13,201,832        | 14,688,716         | 12,726,403             | (1,962,313)       | 12,726,403             |
| <b>Net County Cost</b>    | 32,485,543        | 33,459,820        | 34,767,780         | 42,333,816             | 7,566,036         | 42,453,631             |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Proposition 172 MOE       |                   |                   | 9,027,185          | 9,027,185              |                   | 9,027,185              |
| Mandated Services         |                   |                   | 24,304,644         | 31,752,899             | 7,448,255         | 31,843,492             |
| Non-Mandated Services     |                   |                   | 1,366,035          | 1,483,816              | 117,781           | 1,513,038              |
| Local Overmatch           |                   |                   | 69,916             | 69,916                 |                   | 69,916                 |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$42,333,816 or 76.9%, of which \$1,553,732 or 3.7% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Release on Own Recognizance Program.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; and adjustments to revenue including an increase in State Criminal Alien Assistance Program (SCAAP) funding and decreases in Public Safety Sales Tax (Proposition 172).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,962,313)     | 5,805,004      | 0                   | 0        | 7,767,317       | 0         |

#### 2. Maguire Correctional Facility Lobby Hours

Two vacant Legal Office Specialist positions assigned to the Maguire Correctional Facility have been deleted to meet budget target. This reduction will result in the closure of the Maguire Correctional Facility Lobby from midnight to 5:00 a.m. This will result in a reduction of availability of public contact and access to inmate information. Prisoners released at midnight will have to wait in the kiosk outside of the building and persons requesting to enter the facility for business will need to use a direct line free phone located outside of the doors in order to arrange bail or vehicle release.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (177,318)      | 0                   | 0        | (177,318)       | (2)       |

**3. Overtime**

Reduction in overtime has been made in order to meet budget target. This will impact the supervision and management of the operations of the correctional facilities, including a reduction or delay in jail services, inmate supervision, and inmate movements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (23,963)       | 0                   | 0        | (23,963)        | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,962,313)     | 5,603,723      | 0                   | 0        | 7,566,036       | (2)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 779,268        | 0                   | 0        | 779,268         | 0         |

**5. Adjustments to Meet Budget Target**

Budget adjustments have been made to meet budget target. These adjustments will result in a reduction of law enforcement services to the community and correctional facilities including increased response times, reduction in customer service, reduction or delay in functions provided, possible restructuring of service delivery, reduction in programs, and / or an increased workload for remaining staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (659,453)      | 0                   | 0        | (659,453)       | 0         |

**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 119,815        | 0                   | 0        | 119,815         | 0         |

## Custody Programs (3150P)

### Program Locator

- County
  - Healthy Community
    - Sheriff's Office
      - Administrative and Support Services
      - Professional Standards Bureau
      - Forensic Laboratory
      - Patrol Bureau
      - Investigations Bureau
      - Office of Emergency Services
      - Maguire Correctional Facility
- ▶ Custody Programs
  - Court Security and Transportation Services

environment and provides public and rehabilitative services to promote community safety; support the successful transition of inmates back into the community; prevents overcrowding and reduces costs at the Maguire Correctional Facility; and provides cost savings to government and non profit agencies.

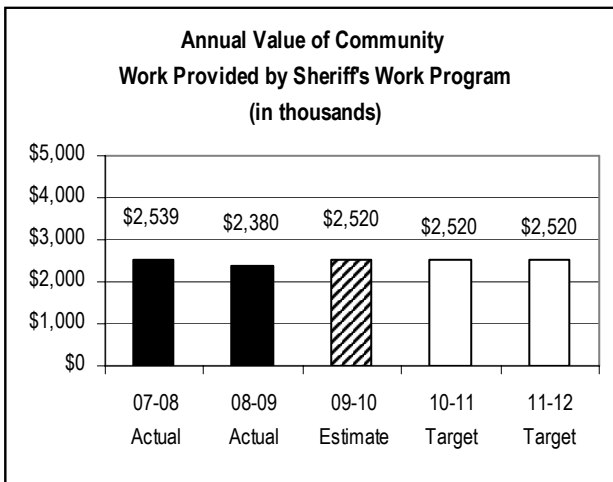
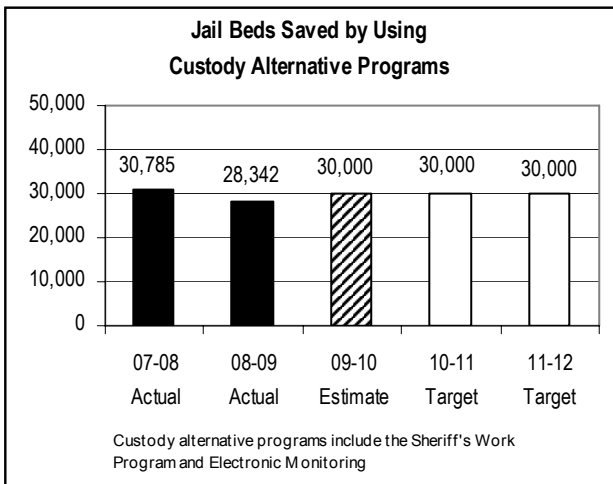
### Services and Accomplishments

Custody Programs primarily contribute to the Shared Vision of a Healthy Community by 2025 by operating two Custody facilities, the Women's Correctional Center and the Men's Minimum Security Transitional Facility, and three custody alternatives programs; the Sheriff's Work Program, the Electronic Monitoring Program and the Work Furlough Program.

The following are major accomplishments in the current year:

- Managed the Women's Correctional Center at an average of 161% of rated capacity without an escape, suicide or serious injury
- Saved approximately 28,500 jail beds through alternatives-to-incarceration programs
- Performed 315,000 hours of work in the community valued at \$2,520,000, through the Sheriff's Work Program
- In collaboration with the Courts, created an Alternatives Sentencing Bureau to provide greater opportunity for successful completion of a defendant's sentence
- Implemented a gender responsive program at the Women's Correctional Center
- Created a Women's Transitional Facility for minimum security women to prepare for re-entering the community.
- Implemented an In-Custody Culinary Program at Maple Street Kitchen in collaboration with Job Train
- In partnership with the Peninsula Humane Society, created and implemented the T.A.I.L.S. Program at the Minimum Security Transitional Facility for Men
- Expanded recycling efforts through composting and vermaposting
- Collaborated with the Service League of San Mateo County to implement the transitional program, "Hope Inside" for females assigned to the newly opened Women's Transitional Facility (WTF)
- Collaborated with Correctional Health to implement a "Parent's Workshop" to address the needs of women housed in WTF to address parenting skill and contact visit
- Continued efforts with the Health System, Probation Department, Mental Health and community service providers, through the expansion of services linking the working re-entry group to the County wide Re-Entry services to provide inmates with a continuum of care while in custody and when released under probationary supervision
- Continued efforts with the Probation Department, Mental Health and community service providers, through a working re-entry

### Headline Measures



### Program Outcome Statement

Custody Programs house minimum security-risk male and minimum and high security-risk female inmates in a safe and secure

group to provide inmates with a continuum of care while in custody and when released under probationary supervision

- Increased the number of male inmates participating in the Work Furlough Program to an average of over 25; and created six female work furlough beds averaging five participants this year
- In collaboration with Department of Public Works (DPW) and Correctional Food Services, continued green efforts through distribution of the recyclable spork, compostable dining ware and use of environmentally friendly cleaning products
- Continued to make progress in planning for the replacement of the Maple Street Correctional Facilities: attending a National Institute of Corrections jail planning seminar; hired a functional program consultant for the next phase of facility design; and held community outreach meetings
- Worked with the DPW to ready the Men's Medium Security Facility in La Honda, closed in 1999, to provide inmate bed space in the event of emergent in-custody population increases or the need to house inmates currently at the Maple Street Correctional Facilities during the construction of the replacement jail

### Story Behind Performance

The Women's Correctional Center (WCC) has a Board of Corrections capacity rating of 84 inmates. During FY 2009-10, the facility provided security, care and custody for a population that ranged from 102 to 132 inmates with an average daily population of 135, (121% to 157% of Corrections Standards Authority rated capacity, or an average of 139% of capacity). The women's jail population exceeded the WCC maximum bed capacity in October 2006. This required the men's Maguire Correctional Facility (MCF) staff to convert a medical pod to house the excess female inmates full time through May 2007 when the men's population rise required housing male overflow in that pod. Since then, both MCF and WCC administration have established protocols for the use of that overflow housing pod and have periodically opened it for either men or women as needed. In 2009-2010, it has been used on weekends when the population in both facilities is highest.

In January 2010, new guidelines were established via Penal Code Section 4019. This statute provided for good time / work time credit to be calculated at 50% of an actual sentence. This impacted the sentenced inmate population at both the Women's Transitional Facility and Men's Minimum Security Transitional Facility.

A Jail Planning Committee has been established to plan for the eventual replacement of the facility. In January 2008, a Jail Planning Unit (JPU) was established in the Sheriff's Office, with additional resources in Department of Public Works of as a designated project manager in order to further the planning and implementation to replace the Maple Street Correctional Facilities. In 2008, the JPU coordinated three community outreach meetings on the jail replacement project; attended the National Institute of Corrections jail planning seminar and hired a functional program consultant – the next phase in planning the facility design.

The JPU also oversaw the refurbishment of the Sheriff's Office Medium Security Facility in La Honda. This gives the Corrections Division and additional 116 beds to address overcrowding should the population dictate its opening.

In January 2010, the "In-Custody Culinary Program" began in the Minimum Security Transitional Facility (MSTF) kitchen located at the Maple Street Complex. Classes are held on Tuesday mornings from 0800 - 1100 hours for a period of 6 weeks. Chef Adam Weiner authored the specialized curriculum and will be teaching the class with Staff Chef Elihu Kittel. The culinary arts class will include the following kitchen basics: food safety & sanitation, kitchen safety, knives, recipe creation and cooking principles. Once an inmate completes the course, the inmate will have attained basic kitchen knowledge and a certificate that can assist them in finding a job. Those who are successful and motivated in the program will have the opportunity to continue to train in the full culinary program at Job Train in Menlo Park. There will be 10 spaces per class session.

The Court-sanctioned "Choices" Alcohol and Drug Rehabilitation Program is available to long-term substance abusers with an established pattern of criminal behavior. Choices is conducted in a dorm that has 26 beds and averages 24 participants or 93% of the program's capacity. The goal of the program is to reduce recidivism among participants. When graduates of the Choices Program have been compared to a sample group of program dropouts, graduates were 2.6 times less likely to have been rearrested, 3.8 times less likely to have been subsequently convicted, and 5.5 times less likely to have been subsequently incarcerated, according to a longitudinal study conducted in 2003-04 by County Mental Health Services. In 2008, the Choices program was moved to a larger dorm, increasing the program capacity from 26 to 30 and also allowing for the establishment of 6 designated Work Furlough Program beds for women and two designated night worker beds, for a work crew who provide laundry and other maintenance services to Women's Correctional Center (WCC) on the night shift. This has increased the average daily Choices Program participants from 23 to 28. In 2009, two Correctional Officer Program Liaisons were appointed to facilitate recruitment of female inmates into Choices and other programs.

Further efforts have been focused on increased programming and development of programs within the limited space at WCC. In January 2010, a dormitory once used to house "weekenders" was converted to a minimum security transitional facility for women. This facility is located on the Maple Street campus. The dorm has 16 beds and it is estimated that over 100 women per year will benefit from its programming as the inmate prepares to re-enter the community after incarceration. Programming has been implemented focusing on Transition issues, education, and parenting.

In addition to the Choices Program, a pilot, Gender Responsive Program was implemented at WCC in the fall of 2008 and provides three hours of programming a week for 12 inmates. The program includes classes on substance abuse, trauma, post traumatic stress recovery, and yoga, which is also open to the general inmate population.

The Men's Minimum Security Transitional Facility (MSTF) houses 46 minimum security inmates. Currently 25 beds are designated for Work Furlough participants and the remaining 21 are assigned to laundry and facility work crews that provide laundry and ground maintenance services to MSTF / WCC and the Maple Street Homeless Shelter.

Work Furlough is a Custody Program that allows the participants to continue to support their families, pay taxes, reduce welfare rolls and make restitution payments to the victims. Program participants sleep in the facilities, but are allowed to leave custody to work during weekdays. The program has gradually built up an average population of 25 male participants, housed in MSTF and five female participants, housed in the WCC Choices dorm.

In July 2009, the Sheriff's Office and the Peninsula Humane Society partnered to create the T.A.I.L.S. Program. For eight weeks, male inmates housed at the Minimum Security Transitional Facility care for and provide obedience training to dogs with questionable adoption potential. The men learn empathy and compassion as the men spend 24 hours per day with the assigned dogs. The inmate hones writing skills by maintaining a journal documenting progress in the program. Upon graduation, the dogs become available for adoption and the men receive certificates.

The Sheriff's Work Program (SWP) is a custody alternative work program that has an ongoing population of approximately 430 to 480 low-risk, minimum-security offenders. Participants pay a set fee to participate in the program. SWP is an alternative to high cost incarceration / full-time confinement and saves approximately 28,500 potential jail beds annually, which are instead used to house more serious offenders. In addition, SWP work crews serve government and non-profit agencies by providing various manual labor services, at an annual minimum-wage value of over \$2,520,000.

The Electronic Monitoring Program (EMP) is a court-ordered incarceration alternative that averages five participants per month. The Sheriff's Office is using new electronic monitoring equipment Global Positioning System (GPS) that enables deputies to monitor participant locations / movements and maintain telephone contact. The Sheriff's Office has partnered with the Probation Department on the GPS technology contract, so that this service can also be offered to in-custody minors. Historically, the Court has been more inclined to approve EMP for minors, than for adult offenders.

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

- To continue to find creative and safe ways to house the various classification of female and low-offender male inmates in the existing, limited space at the Maple Street complex
- To manage a female jail population that has outgrown the existing facility, and continues to increase in severity of crime and / or mental health status
- To support the County's jail planning for the Maple Street Correctional Facilities replacement project
- To maintain minimum attendance level to all programming at WCC, WTF and MSTF

- To support County partners in developing and enhancing gender responsive programming for female inmates
- To support County partners in continuing re-entry efforts
- To assist the department in jail overcrowding mitigation efforts
- To support development of a Jail Management System which will replace the outdated Criminal Justice Information System
- To develop and enhance programming for female inmates in conjunction with County partners

**Program Objectives**

Custody Programs will meet performance targets by doing the following:

Replace the Maple Street Correctional Facilities by 2013

- Assist the County study of replacement options for the Maple Street facilities to include the Women's Correctional Center, Sheriff's Work Program, Electronic Monitoring Program and Work Furlough Program / housing for female and male participants
- Provide staff support with statistics, programmatic information, and other support as required
- Assist the County in moving forward with the next steps of the process, including architectural and detailed program design

Increase and Enhance Re-entry Program Opportunities to Serve 10% More Female Inmates

- Continue to support the expanded Choices program by increasing recruitment efforts
- Expand the pilot, gender responsive program by adding additional classes
- Implement a needs assessment tool to improve the gender responsive program
- Consider options for utilizing the Weekender Dorm for additional re-entry programs

Increase the Number of Maguire and WCC Jail Bed Days Saved Using Custody Alternative Programs by 5%

- Continue to seek the support of the Court to increase inmate population on the Electronic Monitoring Program and Sheriff's Work Program
- Develop and expand the Work Furlough Program through incorporation of GPS electronic monitoring into the traditional work furlough model
- Help prepare the existing inmate population for re-entry into the community by planning with the Service League, Mental Health Services, and other community based agencies, to determine the components of a successful re-entry program

Increase the Number of Sheriff's Work Program (SWP) Community Service Hours Provided by 15,000 Hours

- Continue to increase partnerships with County and non-profit organizations which utilize SWP, to better serve the inmate population and the community, and increase the number of worksites for placement of inmate work crews

- Collaborate with key stakeholders to determine the best avenues for expansion of SWP activities, including expanding partnerships to non-traditional worksites and activities
- Develop a publicity program highlighting the benefits of using SWP work crews for manual labor programs such as landscaping and general clean-up



**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Average daily population (ADP):   |                      |                      |                        |                      |                      |
| - Women's Correctional Center (WCC)   | 140                  | 120                  | 120                    | 140                  | 120                  |
| - Minimum Security Transitional Facility  | 42                   | 37                   | 39                     | 42                   | 37                   |
| - Medium Security Facility (MSF) <sup>(1)</sup>   | ---                  | ---                  | ---                    | ---                  | ---                  |
| Average daily number of Sheriff's Work Program (SWP) and Electronic Monitoring Program (EMP) Participants | 480                  | 434                  | 456                    | 500                  | 400                  |
| Average daily number of inmates participating in Choices at WCC   | 23                   | 25                   | 23                     | 28                   | 23                   |
| Average daily number of participants in the Work Furlough Program   | 22                   | 13                   | 18                     | 30                   | 20                   |
| Average number of inmates participating in SWP community work crews per day                               | 116                  | 109                  | 110                    | 120                  | 110                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of WCC inmates participating in Choices program based on program capacity of 26                   | 89%                  | 89%                  | 93%                    | 93%                  | 80%                  |
| Percent of total inmate population participating in custody alternative programs                          | 33%                  | 29%                  | 30%                    | 30%                  | 30%                  |
| Number of assaults at Women's Correctional Center   | 4                    | 9                    | 5                      | 4                    | 4                    |
| Number of Assaults at MSF <sup>(1)</sup>  | ---                  | ---                  | ---                    | ---                  | ---                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number of jail beds saved:  |                      |                      |                        |                      |                      |
| - using custody alternative programs (SWP, EMP)   | 30,785               | 28,342               | 30,000                 | 30,000               | 30,000               |
| - modifying inmates out of custody through the Sheriff's reentry program                                  | ---                  | 13,124               | 12,700                 | 13,000               | 14,000               |
| Number of community service hours and value of work performed by work crews:                              |                      |                      |                        |                      |                      |
| - Total SWP hours   | 338,496              | 317,424              | 315,000                | 315,000              | 315,000              |
| - Total value   | \$2,538,720          | \$2,380,680          | \$2,520,000            | \$2,520,000          | \$2,520,000          |
| Number of jail beds saved at Maguire Correctional Facility <sup>(1)</sup>                                 | ---                  | ---                  | ---                    | ---                  | ---                  |

<sup>(1)</sup> These measures will be tracked if and when the Medium Security Facility (MSF) is opened.

## Custody Programs (3150P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 37.0              | 38.0              | 39.0               | 41.0                   | 2.0               | 39.0                   |
| Funded FTE                | 37.0              | 38.0              | 38.5               | 40.0                   | 1.5               | 39.0                   |
| <b>Total Requirements</b> | 9,308,559         | 9,126,673         | 10,188,295         | 11,687,149             | 1,498,854         | 10,555,873             |
| <b>Total Sources</b>      | 3,128,424         | 2,725,782         | 3,627,749          | 3,455,319              | (172,430)         | 2,386,663              |
| <b>Net County Cost</b>    | 6,180,135         | 6,400,891         | 6,560,546          | 8,231,830              | 1,671,284         | 8,169,210              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Federal Grants Match      |                   |                   |                    | 62,620                 | 62,620            |                        |
| Proposition 172 MOE       |                   |                   | 1,939,090          | 1,939,090              |                   | 1,939,090              |
| Mandated Services         |                   |                   | 3,461,053          | 4,794,015              | 1,332,962         | 4,762,488              |
| Non-Mandated Services     |                   |                   | 1,160,403          | 1,436,105              | 275,702           | 1,467,632              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$8,231,830 or 70%, of which \$1,436,105 or 17% is discretionary. This discretionary amount includes Sheriff's Work Program and Electronic Monitoring Program.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; elimination of contingency for emergent repairs at the Medium Security Facility; and adjustments in revenue including a decrease in Public Safety Sales Tax (Proposition 172).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (329,168)       | 1,292,116      | 50,000              | 0        | 1,671,284       | 0         |

#### 2. Women's Transitional Facility Grant

Two Correctional Officer positions that are funded by a congressional recommended federal grant have been added. This grant established a Women's Transitional Facility within the San Mateo County jail system to house minimum security female inmates that did not have a dedicated space or staffing for a Women's Work Furlough program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 156,738         | 156,738        | 0                   | 0        | 0               | 2         |

**TOTAL FY 2010-11 FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (172,430)       | 1,448,854      | 50,000              | 0        | 1,671,284       | 0         |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs; and one time grant funding for the jail management system and Women's Transitional Facility have been removed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,068,656)     | (1,780,073)    | 940,000             | 0        | 228,583         | 0         |

**4. Adjustment to Meet Budget Target**

Budget adjustments have been made to meet budget target. These adjustments will result in a reduction of law enforcement services to the community including increased response times, reduction in customer service, reduction or delay in functions provided, possible restructuring of service delivery, reduction in programs, and / or an increased workload for remaining staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (291,203)      | 0                   | 0        | (291,203)       | 0         |

**TOTAL FY 2011-12 FUNDING ADJUSTMENTS**

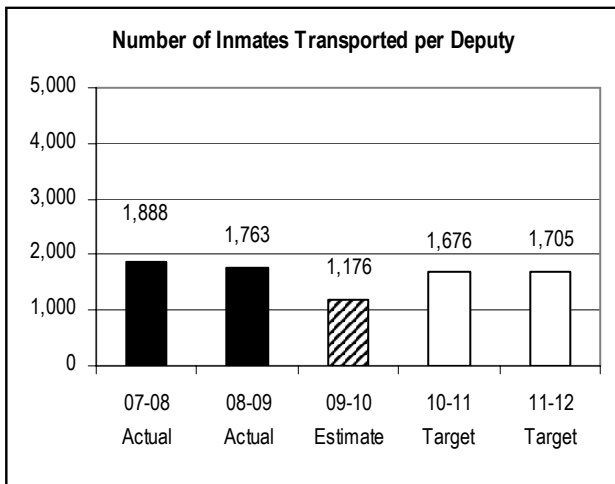
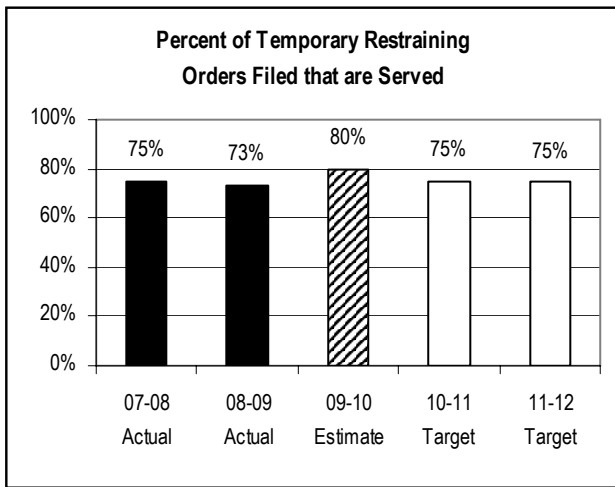
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,068,656)     | (2,071,276)    | 940,000             | 0        | (62,620)        | 0         |

## Court Security and Transportation Services (3158P)

### Program Locator

- County
    - Healthy Community
      - Sheriff's Office
        - Administrative and Support Services
        - Professional Standards Bureau
        - Forensic Laboratory
        - Patrol Bureau
        - Investigations Bureau
        - Office of Emergency Services
        - Maguire Correctional Facility
        - Custody Programs
- ▷ **Court Security and Transportation Services**

### Headline Measures



### Program Outcome Statement

The Courts Security and Transportation Services Program provides security to the Courts, and the secure transportation of inmates to /

from court appointments, medical appointments and other county and state correctional facilities. The Court Security and Transportation Services Program also provides court civil enforcement services to the County.

### Services and Accomplishments

The Courts and Security Services Program primarily contributes to the Shared Vision of a Healthy Community by 2025 through the following three services: Court Security Services, Inmate Transportation and Civil Enforcement. The Court Services Unit provides protection for the Superior Court's 31 permanent judicial departments and pro-tem courtrooms, located in five courthouses throughout the County. The Transportation Unit transports inmates in a safe, secure and efficient manner to the Courts and other facilities ensuring escapes and threats to the public safety are avoided. The Civil Enforcement Unit provides service and enforcement of warrants and civil processes.

The following are major accomplishments in the current year:

- Transported over 30,000 inmates to San Mateo County Courts, medical appointments and various county and state correctional facilities
- Maintained a high level of security and service after the Courts reduced the number of sworn positions assigned to the Courts by four Deputy Sheriff's
- During monthly court closures (mandated furlough day, beginning September 2009) Deputies assigned to Transportation and Court Security filled positions in various divisions within the Sheriff's Office that would have otherwise been filled by overtime. The fiscal impact of the furlough days was reduced by approximately \$53,000
- Reduced overtime replacement from 10 hour shifts to 8 hour shifts and additionally did not fill one vacant position on overtime with an approximate savings of \$300,000
- Processed and served over 1,100 court civil actions, during an economically challenging time

### Story Behind Performance

During the past year, over 30,000 inmates were transported with no escapes. That equates to an average 1,800 inmates transported per Deputy assigned to the Transportation Unit. While this Unit faces scheduling challenges, the Unit has been able to ensure the safe and timely transport of inmates. Staff and public injuries during transportation details are extremely rare and have involved only inmates.

The Court Security Services provides Court Security and Checkpoint Security for judicial officers in the County's five courthouses: Hall of Justice, Traffic Annex, Central Court, North County Court and the new Youth Services Center.

The Civil Enforcement Services are mandated and follow strict procedures. The Unit performs countywide evictions, possession

levies, sales of both real and personal property, and service of domestic violence restraining orders, welfare fraud and some child support warrants. Every effort is made to serve notice and orders in a timely fashion. In 2009-10, the Sheriff's Office served 75% of all Temporary Restraining Orders (TROs). Efforts are made to serve all Temporary Restraining Orders (TROs), including up to three service attempts at various times and days of the week. State law requires a minimum of two attempts. The number served is affected by availability and schedules of those being served. During this past year, citizens of San Mateo County were affected by the economic crisis and the home foreclosures. The Civil Unit saw a rise in services for evictions and sales of personal and real property.

Maintain the Percent of Temporary Restraining Orders Served to 75%

- Provide targeted training and continuing education for new Civil Enforcement deputies
- Train additional deputies in Civil Enforcement to ensure a seamless transition when existing staff retire
- Ensure safety of deputies in volatile domestic situations through training and close supervision

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

- To continue to adequately staff the Transportation, Court Holding Cell and Civil Units while assisting the County's goals to eliminate the structural budget deficit
- To address a rising civil enforcement caseload while continuing to ensure the safety of Civil Deputies performing high-risk duties such as evictions and service of TRO's
- To Maintain a high level of security and service to the Courts as additional funding for bailiffs for newly appointed Judges is not expected due to the State budget deficit.

**Program Objectives**

The Court Security and Transportation Services Program will meet performance targets by doing the following:

Maintain Zero Escapes and Injuries Occurring during Inmate Transportation or in the Courtroom

- Provide training to deputy sheriffs in securely handling inmates during transport
- Ensure vehicles are escape resistant by re-enforcing window screens and doors
- Increase safety and security by implementation of additional training, policies and updated equipment
- Continue with the Transportation and Court Security Safety Group to look for safer ways of transporting inmates
- Ensure all deputies in Transportation, Court Security and Civil Units are up to date with all issued equipment, including bullet proof vests, weapons of mass destruction (WMD) masks and suits
- Continue to provide operational training including active-shooter and hostage situations in a Court facility

Maintain or Expand Existing Level of Court Security Services by Achieving 100% Funding

- Work with the Court's Administration to regularly review the Court Security Checkpoint Plan for all Court facilities, including identification of staffing efficiencies which can be implemented without compromising security
- Meet regularly with the Court Administrator and his staff to maintain open lines of communication

**Performance Measures Summary Table**

| <b>Performance Measures</b>  | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|--|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>  |                              |                              |                                |                              |                              |
| Number of inmates transported  | 32,075                       | 29,983                       | 20,000                         | 28,500                       | 29,000                       |
| Number of courtroom incidents requiring legal action by a Deputy   | 1                            | 0                            | 0                              | 0                            | 0                            |
| Number of temporary restraining orders filed   | 840                          | 856                          | 870                            | 875                          | 900                          |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                              |                              |                                |                              |                              |
| Number of inmates transported annually per Transportation Unit Deputy  | 1,888                        | 1,763                        | 1,176                          | 1,676                        | 1,705                        |
| Cost per inmate transported  | \$141                        | \$139                        | \$145                          | \$145                        | \$145                        |
| Number of Civil Court actions processed per Civil Deputy (warrants, evictions, TRO's, business actions) <sup>(1)</sup> | 579                          | 642                          | 692                            | 565                          | 600                          |
| Percent of temporary restraining orders filed that are served  | 75%                          | 73%                          | 80%                            | 75%                          | 75%                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                              |                              |                                |                              |                              |
| Number of staff / public injuries during transportation details  | 0                            | 1                            | 0                              | 0                            | 0                            |
| Number of staff / public injuries in courtrooms  | 1                            | 0                            | 0                              | 0                            | 0                            |

<sup>(1)</sup> The Civil Enforcement Unit added a fifth deputy in FY 2007-08 in response to the rise in civil court actions that needed to be processed.

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

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 77.0              | 73.0              | 69.0               | 68.0                   | (1.0)             | 68.0                   |
| Funded FTE                | 76.5              | 73.0              | 69.0               | 67.9                   | (1.0)             | 67.9                   |
| <b>Total Requirements</b> | 14,769,837        | 14,872,868        | 15,766,270         | 17,764,960             | 1,998,690         | 17,904,417             |
| <b>Total Sources</b>      | 9,512,566         | 10,006,877        | 10,253,693         | 9,965,026              | (288,667)         | 10,104,483             |
| <b>Net County Cost</b>    | 5,257,272         | 4,865,991         | 5,512,577          | 7,799,934              | 2,287,357         | 7,799,934              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Trial Court Funding MOE   |                   |                   | 108,207            | 1,265,298              | 1,157,091         | 1,144,472              |
| Proposition 172 MOE       |                   |                   | 858,096            | 858,096                |                   | 858,096                |
| Mandated Services         |                   |                   | 3,420,832          | 4,368,295              | 947,463           | 4,466,009              |
| Unfunded Mandate          |                   |                   | 1,125,442          | 1,308,245              | 182,803           | 1,331,357              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,799,934 or 43.6%, of which \$1,308,245 or 16.8% is discretionary. This discretionary amount includes Mandated Services in Court Security Services court holding cells currently provided with no local match requirements.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; and adjustments to revenue including a decrease in Public Safety Sales Tax (Proposition 172).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (288,667)       | 2,215,515      | 0                   | 0        | 2,504,182       | 0         |

#### 2. Reduction in Workforce—Transportation Division Sergeant

One filled Sheriff's Sergeant position assigned to Inmate Transportation has been deleted to meet budget target. The Sergeant will be transferred to a vacant position. This reduction will increase the span of control and liability for the Transportation Unit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (216,825)      | 0                   | 0        | (216,825)       | (1)       |

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**TOTAL FY 2010-11 FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (288,667)       | 1,998,690      | 0                   | 0        | 2,287,357       | (1)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs; and increases in revenue for court security contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 139,457         | 139,457        | 0                   | 0        | 0               | 0         |



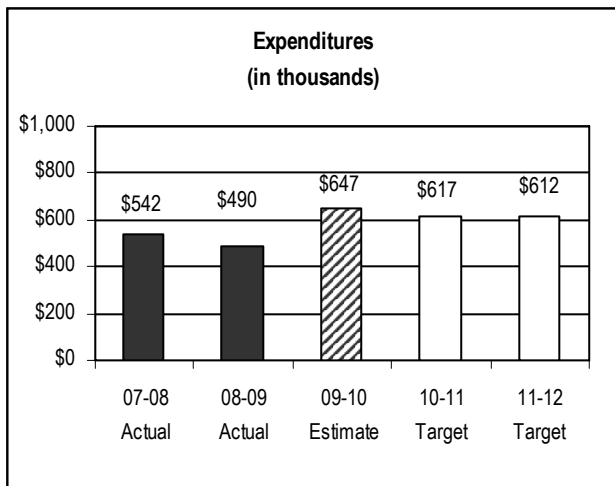
## Message Switch (1940B)

### Budget Unit Locator

- County
  - Healthy Community
    - Health System
      - Contributions to the Medical Center
        - First 5 San Mateo County
          - Sheriff's Office
- ▷ **Message Switch**
  - Probation Department
  - District Attorney / Public Administrator
  - Private Defender Program
  - County Support of the Courts
  - Coroner's Office
  - Public Safety Communications
  - Fire Services

### Budget Unit Description

The Message Switch budget unit captures the operating costs for a specialized communications computer system linking 33 participating agencies with various statewide criminal justice databases. This system is operated under a joint powers-type structure, and is part of a larger statewide network encompassing all criminal justice agencies, coordinated by the State Department of Justice. Costs are shared among all participants based on actual usage.



### Discretionary Net County Cost

There is no General Fund contribution to this program and therefore has no Net County Cost. The program is fully funded by user fees.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: elimination of one-time Fund Balance and one-time contracts; reduction in Criminal Justice Information Systems environmental and communication operating costs; and increased reserves for system replacement.

|                     |          |
|---------------------|----------|
| Revenue/Sources     | (23,379) |
| Appropriations      | (25,460) |
| Intrafund Transfers | (4,109)  |
| Reserves            | 6,190    |
| Net County Cost     | 0        |
| Positions           | 0        |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made as follows: elimination of one-time use of Fund Balance and increased reimbursement from Message Switch users.

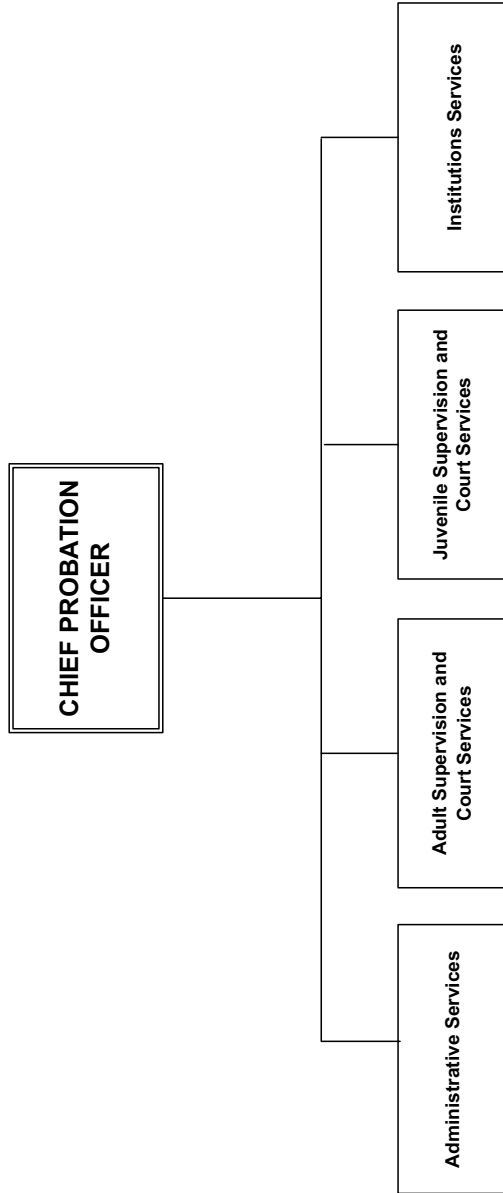
|                     |         |
|---------------------|---------|
| Revenue/Sources     | (5,032) |
| Appropriations      | 0       |
| Intrafund Transfers | (5,032) |
| Reserves            | 0       |
| Net County Cost     | 0       |
| Positions           | 0       |

## Message Switch (1940B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

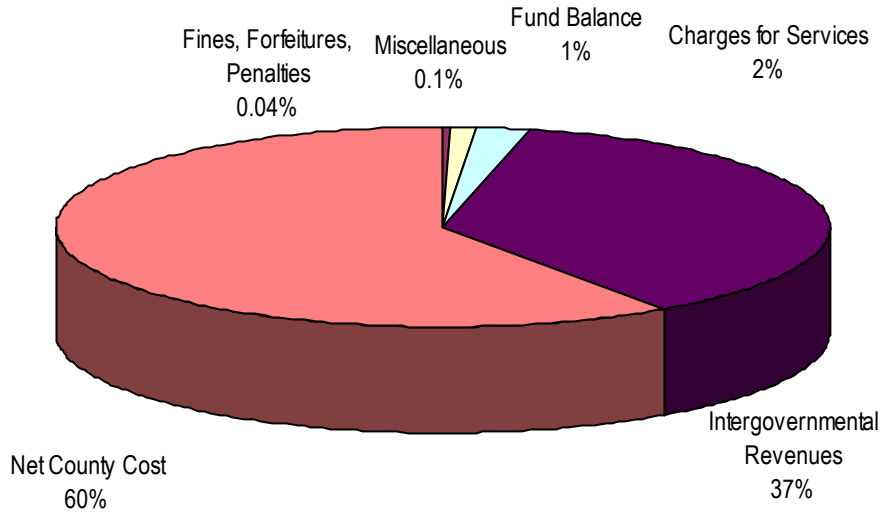
|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Charges for Services          | 585,762           | 571,008           | 608,608            | 589,396                | (19,212)          | 610,860                |
| Interfund Revenue             | 2,355             | 1,713             | 587                | 1,192                  | 605               | 1,235                  |
| Miscellaneous Revenue         |                   | 11,522            |                    |                        |                   |                        |
| <b>Total Revenue</b>          | 588,117           | 584,243           | 609,195            | 590,588                | (18,607)          | 612,095                |
| Fund Balance                  | 406,219           | 452,545           | 546,311            | 541,539                | (4,772)           | 515,000                |
| <b>TOTAL SOURCES</b>          | 994,336           | 1,036,788         | 1,155,506          | 1,132,127              | (23,379)          | 1,127,095              |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Services and Supplies         | 383,536           | 357,678           | 487,743            | 467,121                | (20,622)          | 467,121                |
| Other Charges                 | 283,353           | 265,483           | 293,019            | 288,181                | (4,838)           | 288,181                |
| <b>Gross Appropriations</b>   | 666,889           | 623,161           | 780,762            | 755,302                | (25,460)          | 755,302                |
| Intrafund Transfers           | (125,098)         | (132,684)         | (134,066)          | (138,175)              | (4,109)           | (143,207)              |
| <b>Net Appropriations</b>     | 541,791           | 490,477           | 646,696            | 617,127                | (29,569)          | 612,095                |
| Contingencies / Dept Reserves | 452,545           | 546,311           | 508,810            | 515,000                | 6,190             | 515,000                |
| <b>TOTAL REQUIREMENTS</b>     | 994,336           | 1,036,788         | 1,155,506          | 1,132,127              | (23,379)          | 1,127,095              |

# PROBATION DEPARTMENT

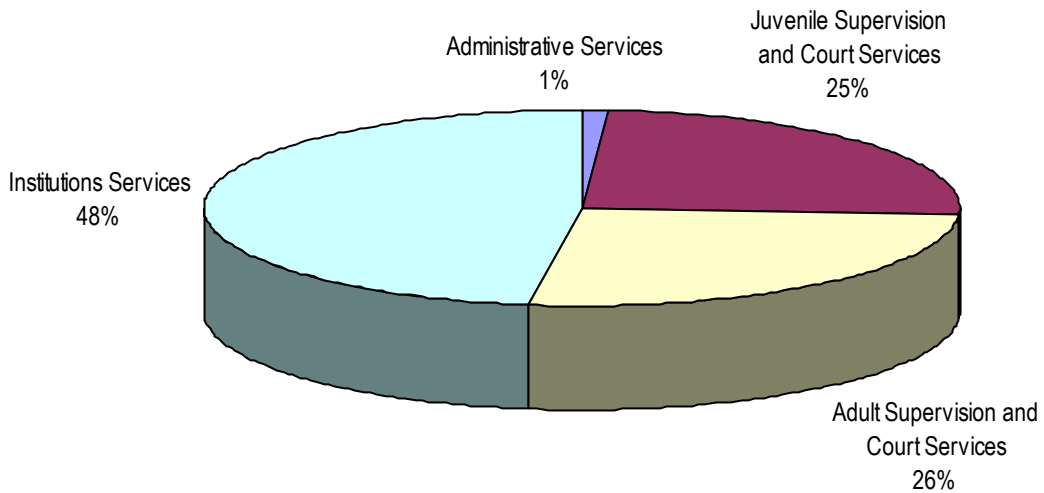


# Probation Department

## FY 2010-11 Recommended Sources



## FY 2010-11 Recommended Requirements



**Department Locator**

- County
  - Healthy Community
    - Health System
      - Contributions to the Medical Center
      - First 5 San Mateo County
      - Sheriff's Office
      - Message Switch
    - ▷ **Probation Department**
      - District Attorney / Public Administrator
      - Private Defender Program
      - County Support of the Courts
      - Coroner's Office
      - Public Safety Communications
      - Fire Services

**Department Mission Statement**

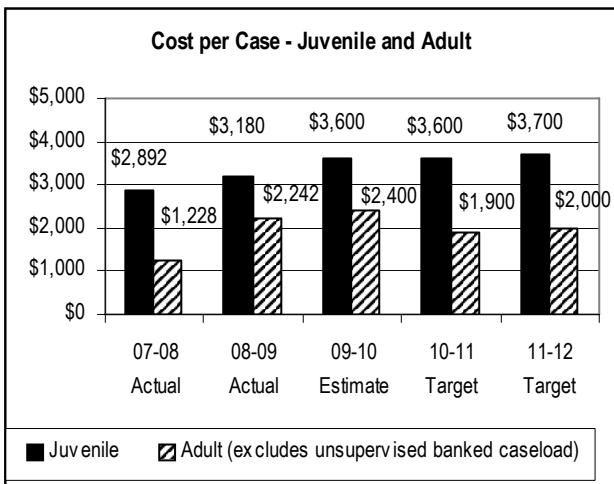
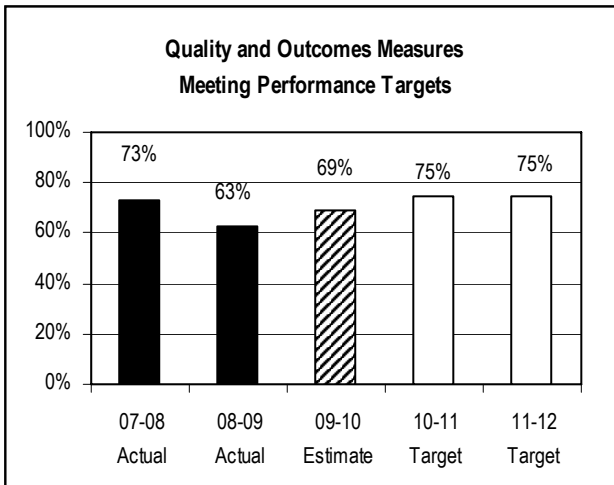
The mission of the Probation Department is to protect the public by providing quality cost-effective services to reduce the incidence and impact of delinquency and crime, to assist in the re-socialization of the offender, and to provide assistance and support to victims in our community.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 - 2009)**

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health care and seamless services

- **Margaret J. Kemp Camp**  
Worked collaboratively with other county agencies and community based providers to offer gender-specific and evidence-based residential programming for girls. The Camp offers intensive mental health treatment and rehabilitative services for young women with extensive histories of substance abuse, mental health issues, trauma, criminal behavior, and gang membership. Over 200 girls have resided at Camp Kemp since it opened in 2006.

**Department Measures**



- **Juvenile Assessment and Referral Center Services**  
Created a comprehensive Juvenile Assessment and Referral Center (J-ARC) designed to serve as the Youth Services Center entry point, and a central resource for all San Mateo County youth and families needing screening, assessment and referrals to treatment services. The first phase of the J-ARC, funded by the Juvenile Justice Crime Prevention Act, involved providing prevention and diversion services for arrested youth who were brought to the juvenile hall. The Program consists of a multi-disciplinary team comprised of Mental Health Services, Human Services, and Probation. The Center has promoted inter-agency collaboration and has allowed the sharing of resources. The program has expand service capacity to serve families in need with comprehensive assessment services, added resources in education and health and better capacity for linkages to services in the community.

- **Countywide Gang Suppression Efforts**  
There is increasing demand for Probation gang suppression staff to design and lead gang education and community awareness presentations for administrators, teachers, parents, students, and other concerned members of the community. Probation officers, working in partnership with Jericho House, conduct approximately 50 educational presentations per year at schools and community sites explaining local gang culture and the impact of gangs in the community. Additionally Probation staff worked collaboratively with other members of the Sheriff's Gang Intelligence and Investigation Unit to conduct sweeps and collect and analyze information regarding gang members' activities. This information is shared with all levels of law enforcement to support gang abatement and public safety.

- **Adult Day Treatment Program (BRIDGES)**

Worked collaboratively with the Court to develop a comprehensive day treatment program for adult offenders who have serious substance abuse problems. The program serves as a voluntary alternative to custody with participation contingent upon an early release from jail. The intensive treatment program serves approximately 120 offenders annually and includes substance abuse treatment, cognitive skills training, educational tutoring and life skills courses. The program has had enormous success with annual recidivism rates at 15%. A dual-diagnosis component was added to provide mental health services and structured guidance to non-violent offenders with mental health disorders. The additional program has resulted in fewer offenders returning to custody for non-compliance of Court mandated treatment.

- **Developed Local Options for Out-of-Home Placements**

Reduced the number of probation youth being referred to group homes in and out of the state through use of multi-disciplinary wrap around services.

- **Electronic Monitoring**

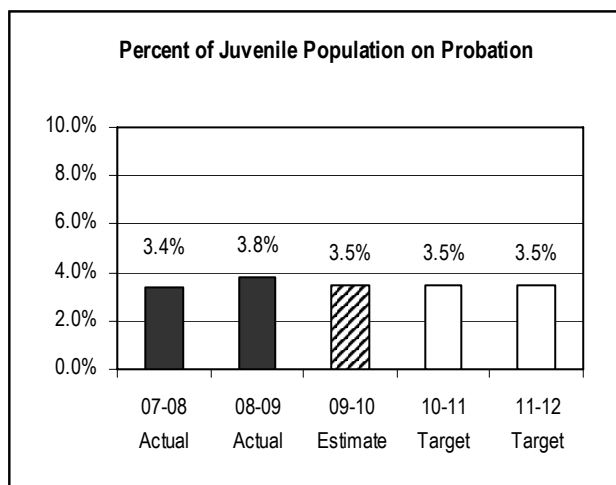
Implemented an Electronic Monitoring Program (EMP) as an alternative to detention for pre-adjudicated juveniles, reducing the number of youth detained in the juvenile hall and allowing youth to remain in the youth's home while going through the Court process. At any given time there are approximately 70-80 youth being monitored via the EMP program.

- **Re-entry**

Successfully modified 52 inmates into treatment programs in the first half of the fiscal year. The Re-entry program saved the County \$574,885 by modifying inmates into treatment programs a total of 4,999 days before the inmates scheduled release date.

- **Pathways**

Continued countywide collaboration to serve offenders with a dual diagnosis by integrating criminal justice sanctions and treatment approaches so that the clients' underlying behavioral health problems are addressed. At midyear, 76 offenders participate in the Pathways program and 12 offenders are in the assessment phase.



## Major Accomplishments in FY 2009 - 2010

### HEALTHY COMMUNITY

- Implemented budgetary control measures including reducing overtime assignments in the juvenile detention facilities and through changes made to shift scheduling
- Extended the Electronic Monitoring Program (EMP) to provide transitional services to youth returning to the community from camps
- Participated in the county's Gang Intelligence and Investigation Unit (GIU) and the Gang Task Force Summer 2009 Deployment to reduce gang violence in high-risk communities and to increase the law enforcement profile in the communities
- Continued participation in a coordinated law enforcement efforts to reduce gang violence in high-risk communities and to increase the law enforcement profile in the communities
- Trained and implemented all Adult Deputy Probation Officers on the Static-99 sexual offender screening and risk assessment tool. Additionally trained staff on the CAIS risk assessment and case management tool
- Created first survey for Probation youth around Youth Development constructs and pilot tested with 164 Probation youth
- Coordinated efforts with the County Public Health Officer to respond and contain Pandemic flu outbreaks in the Juvenile Hall and Camp Kemp
- Participated in the East Palo Alto crime reduction task force that goes out in the field two times per week
- Merged oversight for the Juvenile Probation and Camps Funding / Juvenile Justice Crime Prevention Act Programs under a combined Juvenile Justice Coordinating Council and will start to update the county's Local Action Plan determining future service priorities
- GIU deputy probation officers organized the Spiritual Peace Walk 2009 in which 110 people, 40 of whom are probationers, participated in a 17-mile walk for peace
- Accepted 21 new clients into the Bridges day treatment program
- Provided transitional services to high-risk offenders.

### Major Issues to be Addressed

- **Reduce Structural Budget Deficit**—Probation operational costs outpace offsetting revenues by a factor of 2 to 1, and a General Fund net county cost subsidy is required. This situation presents a key fiscal challenge specifically in reducing salaries and benefits, services and supplies, and internal charges, while working to maintain existing revenue streams.
- **Department Wide Re-organization**—Under the current four division structure, applying an "across-the-board" 10%, or more, cut would seriously impair all divisions. To continue operating in a "near normal" manner, separate division operations and programs must consolidate and / or reduce active programs and assignments. Resources must be shared. The management team plans to meet these challenges, in part, by reorganizing its division structure and operational processes. It includes

consolidating similar operations from the Juvenile and Adult Divisions into one. The advantage of this approach is that it preserves core service capacity while, theoretically, reducing costs. Consolidating Juvenile and Adult Court services into one “Court Services Division”, for example, allows clerical, bilingual, and coverage “sharing”. It may also, over time, require less management oversight. Major components of Juvenile and Adult “supervised probation” can be consolidated in a similar fashion with like results. Eventually, the Adult and Juvenile Divisions will become the Court Services Division and the Supervision Division (containing the traditional supervision units and specialized units such as Domestic Violence, Re-Entry, Placement, Co-Occurring, etc.).

- **Influx of State Paroles**—On February 9, 2010, a three-judge panel of the United States District Court ruled that the State of California must develop a plan to reduce the prison population to 120% or 145% of the prison’s design capacity within a period of two or three years. State Department of Corrections and Rehabilitation estimates that to represent nearly 40,000 inmates released to local jurisdictions. On October 11, 2009, the state enacted Senate Bill x3 18 which extends “credit for time served”, in county jail or state prison, to day-for-day. It also enacts “Non-Revocable Parole”; eliminating all traditional conditions of parole accept “search and seizure”. The department currently supervises 300+ probationers who are also on “parole”. If the probationers parole status becomes “non-revocable”, it eliminates an important “control” over potential relapse or recidivism.
- **Disadvantaged Youth with Increasingly Challenging Behaviors**—Youth in the juvenile justice system typically have multiple layers of difficulties, including substance use, mental illness, truancy, violent behavior, lack of family stability, histories of abuse and neglect, and gang membership. The majority of court-involved youth come from communities marked by poverty and quality of life disparities. Youth trying to escape inter-generational cycles of trauma, violence, and criminal justice involvement need opportunities and resources, both of which are in limited supply in communities.
- **Creating Parity of Services for Girls**—The disparity between program and sentencing alternatives between males and females is huge. Largely, because there are far more males in the juvenile justice system than females, internal and external services are based upon an expectation that males will be served. As a result, females, or the specific needs of females, can be neglected by systems that default to male-orientated service priorities. Within this context the only responsible position to take is one that is committed to creating parity between male and female program services and sentencing alternatives; but that parity must be achieved within the framework of the reductions that must take place to balance the Department’s budget. To do otherwise risks creating “remedies” built on sand; programs vulnerable to the fluctuations of unreliable funding sources. A multi-phase and possibly multi-year approach to creating parity will be pursued. Such phases may include identifying court and case-management priorities,

identifying internal and external funding sources, program/ service development and implementation, regular program evaluation and cost analysis.

- **Reduction in Utilization of Detention**—Research shows that detention is neither useful nor cost-effective as a consequence for youth who commit minor offenses or technical violations. Probation will continue its collaborative planning and data development to maximize the use of alternatives to traditional detention programs.

## Key Department Initiatives

### 1. Department Reorganization

#### Alignment to Shared Vision:

- Healthy Community

#### Major Issue to be Addressed:

- Consolidation of services to preserve core functions and reduce overall operational costs

#### Goal:

- Implement an organizational model that efficiently clusters functions around 1) services to the court, and, 2) supervision services

#### Objective:

- To achieve ongoing fiscal savings and thereby reduce Department structural budget imbalance and to bring the management to line staff ratio into line with other County departments

#### Major Milestone:

- Elimination of management and line positions, reallocation of staff to new divisions and programs, and completion of staff training

#### Partners:

- Administrative Office of the Courts
- Board of Supervisors
- County Manager's Office
- Human Resources
- District Attorney's Office
- Health System (Correctional Health and Mental Health Divisions)
- Human Services Agency
- Parents, guardians, relatives, community leaders, and mentors
- Private Defender

#### FY 2010-11 Budget Impact:

An ongoing annual reduction in excess of \$4.1 million will be achieved through the implementation of this reorganization

### 2. Consolidate IT Services

#### Alignment to Shared Vision:

- Healthy Community

#### Major Issue to be Addressed:

- Lack of Department IT strategic planning and inefficient core desktop support

#### Goal:

- Obtain cost effective strategic planning and core desktop maintenance services

#### Objective:

- Achieve savings through centralization of IT strategic planning and core services

#### Major Milestones:

- Complete a comprehensive assessment of IT process, hardware and software, and staff capacity
- In collaboration with ISD, develop a business strategy for centralizing IT functions
- Develop an implementation plan for transitioning responsibility of IT core services to IT

#### Partners:

- Administrative Office of the Courts
- Board of Supervisors
- County Manager's Office
- Human Resources
- District Attorney's Office
- Health System (Correctional Health and Mental Health Divisions)
- Human Services Agency
- Parents, guardians, relatives, community leaders, and mentors
- Private Defender

#### FY 2010-11 Budget Impact:

Implementing a centralized approach to obtaining IT services should realize approximately \$120,000 in salary savings which would be partially offset by the need to upgrade outmoded hardware.

### 3. Gang Intelligence and Investigations Unit (GIU)

#### Alignment to Shared Vision:

- Healthy Community

#### Major Issues to be Addressed:

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

#### Goals:

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

#### Objectives:

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



**Major Milestones:**

- Contributed 1,680 hours of probation officer time to the County's Gang Intelligence and Investigation Unit.
- Participated in 1,915 probation / parole searches during the Gang Task Force Summer 2009 Deployment.
- Organized and hosted the Spiritual Peace Walk 2009 for 110 participants, 40 of whom are probationers.
- Expanded database to include photographs, dates of contact, and validation of information of known gangs
- Validated 181 new gang members during Summer 2009 GTF deployment
- Employed mapping techniques of gangs operating in the County and building visual depiction of gang operations and organizations

**Partners:**

- Community based treatment providers
- Police Departments within San Mateo County
- Federal law enforcement agencies
- San Mateo County Sheriff's Office

**FY 2010-11 Budget Impact:**

The current budget does not reflect any additional County funding for Probation staff to support the Gang Task Force, however increase in gang activity may require additional staff support.

#### **4. Implementation of the California Community Corrections Performance Incentive Act of 2009 (SB 678)**

**Alignment to Shared Vision:**

- Healthy Community

**Major Issues to be Addressed:**

- Probation will need to identify gaps in current supervision practices and align its service delivery model with evidence-based probation supervision (EBPS) practices as outlined in SB 678
- Probation will need to identify and eliminate non-EB practices in supervision services
- Probation will need to build collaborative workgroup with key partners and educate participants in the developments in the field of probation concerning evidence-based practices in adult supervision

**Goals:**

- Create and implement an evidence-based probation supervision unit in Adult services
- Increase awareness and understanding of evidence-based practices in probation through training opportunities provided to staff and county service providers
- Reduce recidivism among participants in an EB supervision program

**Objectives:**

- Obtain State funding to support implementation of an EBPS program in Adult services
- Select and assign 1.5 FTE deputy probation officers funded by the grant to staff the new EBPS unit
- Work with the Administrative Office of the Courts as technical advisor to ensure information management system will yield data to comply with mandated reporting requirements under SB 678

**Major Milestones:**

- Applied to the California Emergency Management Agency (Cal EMA) for formula grant funding in the amount of \$668,221
- Participated in SB 678 Implementation Strategies Workshop in December 2009 sponsored by the Chief Probation Officers of California (CPOC)
- Identified key areas of IT infrastructure that need to be corrected and / or created in order to comply with SB 678 mandated reporting

**Partners:**

- Administrative Office of the Courts
- Board of Supervisors
- County Manager's Office
- Human Resources
- District Attorney's Office
- Health System (Correctional Health and Mental Health Divisions)
- Human Services Agency
- Parents, guardians, relatives, community leaders, and mentors
- Private Defender

**FY 2010-11 Budget Impact:**

The 2010-11 budget will reflect salary and benefits for 1.5 FTE DPOs funded by a formula grant from the California Emergency Management Agency.

**Other Significant Objectives by Program:**

The Probation Department includes the following programs:

- Administrative Services
- Adult Supervision and Court Services
- Juvenile Supervision and Court Services
- Institutions Services

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

**Administrative Services**

- Maintain a stable ratio of 7.5% of the total departmental budget devoted to administrative support services

- Achieved a 10% management to staff ratio to bring department in line with county management ratio through management position elimination

**Adult Supervision and Court Services**

- Completed full implementation of the Correctional Assessment and Intervention System (CAIS) tool
- Updated staff on key changes to the state-mandated Static-99 risk assessment tool for sexual offenders

**Juvenile Supervision and Court Services**

- By June 30, 2010, explore cost effective ways to continue expanded Electronic Monitoring Program services to high risk youth.
- Maintain 90% participation rate of Juvenile Deputy Probation Officers on the Gang Task Force when deployed.

**Institutions Services**

- Implement the recommendations for security enhancements at the Youth Services Center and Camp Glenwood
- Achieve savings through a reduction in overtime and changes in scheduling

**Probation Department (3200D)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Fines, Forfeitures and Penalties | 42,767            | 46,365            | 54,200             | 30,000                 | (24,200)           | 30,000                 |
| Intergovernmental Revenues       | 30,540,502        | 27,773,525        | 28,185,499         | 26,973,076             | (1,212,423)        | 26,795,107             |
| Charges for Services             | 1,753,803         | 1,535,961         | 1,578,998          | 1,592,589              | 13,591             | 1,592,589              |
| Miscellaneous Revenue            | 67,506            | 108,363           | 103,188            | 98,775                 | (4,413)            | 98,775                 |
| <b>Total Revenue</b>             | <b>32,404,578</b> | <b>29,464,214</b> | <b>29,921,885</b>  | <b>28,694,440</b>      | <b>(1,227,445)</b> | <b>28,516,471</b>      |
| Fund Balance                     | 2,717,501         | 2,289,169         | 1,246,541          | 925,539                | (321,002)          | 925,539                |
| <b>TOTAL SOURCES</b>             | <b>35,122,079</b> | <b>31,753,383</b> | <b>31,168,426</b>  | <b>29,619,979</b>      | <b>(1,548,447)</b> | <b>29,442,010</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 51,925,112        | 53,236,432        | 52,771,819         | 52,458,862             | (312,957)          | 53,026,930             |
| Services and Supplies            | 11,700,584        | 23,113,756        | 21,692,243         | 24,395,462             | 2,703,219          | 23,568,109             |
| Other Charges                    | 13,390,727        | 15,593,979        | 15,863,467         | 16,036,094             | 172,627            | 16,036,094             |
| Fixed Assets                     |                   | 10,419            |                    | 170,170                | 170,170            | 70,000                 |
| <b>Gross Appropriations</b>      | <b>77,016,422</b> | <b>91,954,586</b> | <b>90,327,529</b>  | <b>93,060,588</b>      | <b>2,733,059</b>   | <b>92,701,133</b>      |
| Intrafund Transfers              | (8,405,106)       | (19,806,386)      | (18,294,627)       | (19,601,306)           | (1,306,679)        | (19,601,306)           |
| <b>Net Appropriations</b>        | <b>68,611,317</b> | <b>72,148,200</b> | <b>72,032,902</b>  | <b>73,459,282</b>      | <b>1,426,380</b>   | <b>73,099,827</b>      |
| Contingencies / Dept Reserves    | 258,910           |                   | 137,485            | 137,485                |                    | 318,971                |
| <b>TOTAL REQUIREMENTS</b>        | <b>68,870,227</b> | <b>72,148,200</b> | <b>72,170,387</b>  | <b>73,596,767</b>      | <b>1,426,380</b>   | <b>73,418,798</b>      |
| <b>NET COUNTY COST</b>           | <b>33,748,148</b> | <b>40,394,816</b> | <b>41,001,961</b>  | <b>43,976,788</b>      | <b>2,974,827</b>   | <b>43,976,788</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>         | <b>466.0</b>      | <b>463.0</b>      | <b>444.0</b>       | <b>421.0</b>           | <b>(23.0)</b>      | <b>421.0</b>           |
| <b>Funded FTE</b>                | <b>459.1</b>      | <b>456.9</b>      | <b>440.1</b>       | <b>411.2</b>           | <b>(28.9)</b>      | <b>411.2</b>           |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$1,548,447 or 5.0% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is a decrease in the amount of \$24,200 in this funding source due to a reduction in the collection of Juvenile Traffic Fines and Fees.

#### Intergovernmental Revenues

There is a net decrease in the amount of \$1,212,423 in this funding source primarily due to decreases in Public Safety Sales Tax (Proposition 172) in the amount of \$3,247,793 based on state sales taxes; Juvenile Justice Crime Prevention Act (JJCPA) in the amount of \$244,972 based on state allocations; Title IV-E in the amount of \$123,431 based on claiming; Medi-Cal Administrative Activities in the amount of \$116,388 based on final year of claiming; Camp and Ranch Funding in the amount of \$34,076 based on state allocations; DNA in the amount of \$23,000 due to no submitted claim; expiration of the Center for Substance Abuse Treatment grant in the amount of \$11,000; and a reduction of SB 933 claimed costs in the amount of \$2,000. This decrease is partially offset by increases in the utilization of state Youthful Offender Block Grant (YOBG) in the amount of \$1,743,483; Juvenile Probation Camp Funding (JPCF-TANF) in the amount of \$395,277 based on allocation; American Recovery and Reinvestment Act Funds (ARRA) in the amount of \$387,425; County Office of Education community schools reimbursement for group supervisors in the amount of \$55,052 for increase in benefits and increases in school lunch reimbursement from the state in the amount of \$9,000.

#### Charges for Services

There is a net increase of \$13,591 in this funding source primarily due to increases in Care and Maintenance Fees in the amount of \$73,242. This increase is partially offset by decreases in Diversion Restitution Fees in the amount of \$43,920, Diversion Administration Fees in the amount of \$14,000, and other miscellaneous decreases in the amount of \$1,731.

#### Miscellaneous Revenue

There is a net decrease in the amount of \$4,413 in this funding source due to decreases in SDI Payments in the amount of \$30,700 and other miscellaneous decreases in the amount of \$3,000. This decrease is partially offset by an increase in Compensation Insurance Refunds in the amount of \$29,287.

#### Fund Balance

There is a decrease in the amount of \$321,002 in this funding source based on FY 2009-10 year-end projections.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$1,426,380 or 2.0% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$312,957 in this expenditure category due to decreases in Salaries and Benefits offset by increases in merit increases, health benefits and County Retirement. A total of 30 positions were deleted of which 23 are filled and 7 are vacant. These positions included one Legal Office Services Manager, one Legal Office Specialist, one Legal Office Assistant, one Management Analyst, one Institutional Services Manager, six Probation Services Managers 17 Deputy Probation Officers, one Information Technology Manager, and one Administrative Secretary. A total of two new Deputy Probation Officers were added for the ARRA Grant and Five new Group Supervisors were added to the Pre-Trial unit as a result of Deputy Probation Officer eliminations.

#### Services and Supplies

There is a net increase in the amount of \$2,703,219 in this expenditure category primarily due to increases of general operating costs, contracts associated with the Youthful Offender Block Grant, enhanced safety and security, and electronic monitoring costs. This increase is partially offset by decreases in interagency agreements.

#### Other Charges

There is a net increase in the amount of \$172,627 in this expenditure category due to increases in Automation Services (ISD) costs in the amount of \$146,016 for desktop support and strategic information technology planning; Revenue Collection Charges in the amount of \$207,555 based on collection activity; and Motor Vehicle Replacement Charges in the amount of \$197,305 not budgeted in prior year. This increase is partially offset by decreases in Food Service charges in the amount of \$312,568 and other miscellaneous decreases in the amount of \$65,681.

Fixed Assets

There is a net increase in the amount of \$170,170 in this expenditure category due to increases in software purchases in the amount of \$162,670 and equipment purchases in the amount of \$7,500.

Intrafund Transfers

There is a net increase in the amount of \$1,306,679 in this expenditure category primarily due to increases in administrative overhead that is allocated to operating programs through cost applied charges.

Contingencies / Departmental Reserves

There is no change in this expenditure category. The balance in Reserves represents \$137,485 or 0.19% of Net Appropriations which is under County reserves policy by \$1,331,701.

**NET COUNTY COST**

There is a net increase of \$2,974,827 or 7.3% in this Department's General Fund allocation primarily reflecting increases in Salaries and Retirement Benefit Costs of \$3,422,787, Public Safety Sales Tax (Proposition 172) revenue reductions of \$3,647,300 and other miscellaneous increases of \$4,936 offset by the reduction of Net County Cost of \$4,100,196 based on the Department's 10% reduction target.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$177,969 or 0.6% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a decrease in the amount of \$177,969 in this funding source due to a reduction of one-time American Recovery and Reinvestment Act fund expenditures.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$177,969 or 0.24% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$568,068 in this expenditure category due to health benefit increases.

Services and Supplies

There is a decrease of \$827,353 in this expenditure category due to reductions in provider contracts, eliminating one-time computer equipment purchases, interagency agreements, and other operating expenditures.

Fixed Assets

There is a decrease of \$100,170 in this expenditure category due to one-time expenditures of computer software.

Contingencies / Departmental Reserves

There is an increase of \$181,486 in this expenditure category. The balance in General Fund Reserves represents 0.44% of Net Appropriations, which is under County Reserves policy by \$1,143,026.

**NET COUNTY COST**

No change.

## Administrative Services (3211P)

### Program Locator

County  
 Healthy Community  
 Probation Department  
 ▷ **Administrative Services**  
 Adult Supervision and Court Services  
 Juvenile Supervision and Court Services  
 Institutions Services

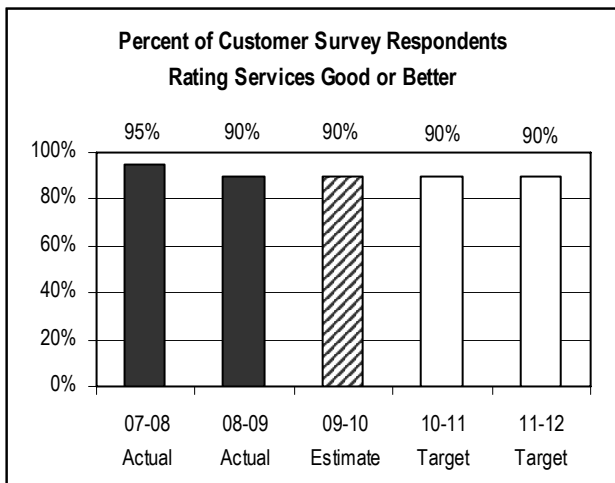
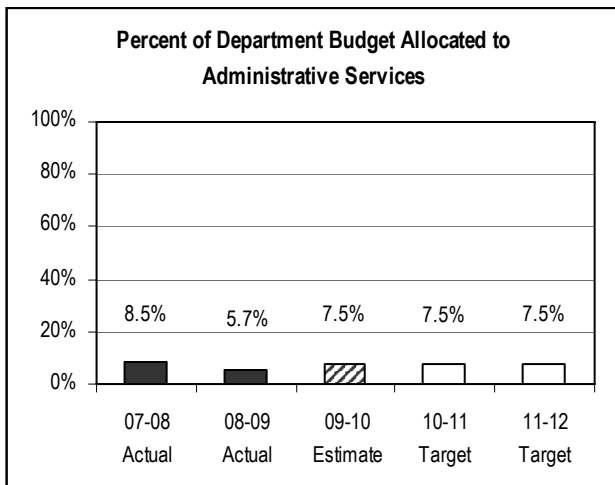
### Services and Accomplishments

Administration Services primarily contributes to the Shared Vision of a Collaborative Community by 2025 by offering department wide direction and administration support in the following areas: payroll-personnel, training, background investigations, fiscal services, automation, program support, and employee relations. The primary functions of Administration Services are to provide staff with the resources necessary to carry out the department's mission and ensure that department operations are both efficient and effective.

The following are major accomplishments in the current year:

- Successfully implemented Probation Employee Relations Committee to assist with personnel issues with no additional staff
- Effectively implemented the Professional Standards Unit to oversee investigation of alleged employee misconduct with no additional staff
- Consolidated contract administration through implementation of a contract database
- Successfully utilized qualified in-house staff to provide Standard Training for Corrections (STC) courses reducing the cost for outside trainers
- Continue to reduce off-site cost by offering a majority of state-mandated training for sworn staff at the Youth Services Center
- Completed an information technology process audit
- Modified the Juvenile Traffic System to include more functionality and increase efficiencies
- Continue to assist with the data integration of the Juvenile Case Management System with a state of the art risk needs assessment software, Probation Assessment Case Management Tool (PACT)
- Enhanced the Juvenile Adult Management System (JAMS) in Adult Services that provides more customized reporting and user functionality
- Successfully reconstructed the Probation internet site in accordance to county Web Advisory Group (WAG) specifications and created a new intranet web site to improve departmental communication

### Headline Measures



### Program Outcome Statement

Administrative Services provides direction and leadership, defines Probation Department priorities, assesses staff needs, provides comprehensive training, personnel and automation services as well as develops, coordinates and monitors fiscal activities that are necessary to support the department's vision and mission.

### Story Behind Performance

Administration Services continues to deliver services throughout the department through training, fiscal, payroll, and information technology support. The percent of Department budget allocated to Administration Services has decreased for FY 2010-11 due to maintenance of vacant positions. Additionally, the program has implemented budget reduction strategies department wide that will result in a decrease in expenditures. Administration Services administers the Department County Customer Cares surveys and is responsible for the collection of surveys and reporting of results. The percent of customer survey respondents rating Department services good or better continues to be rated high. Customer survey

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response is high when a client receives direct person-to-person service from a Probation Officer or from a member of the support staff. The implementation of Probation Employees Relations Committee (PERC) and the Professional Standards Unit (PSU) has enabled the department to address employee performance and conduct issues in a more timely and effective manner.

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

- To address department fiscal structural imbalance
- To build departmental reserves
- To meet various budget targets while preserving core services
- To reorganize and consolidate Department services
- To implement consultant recommendations for the Youth Service Center campus security enhancements
- To establish data exchange capabilities between Probation and other agencies
- To create an Information Technology business plan
- To meet information technology needs such as personal computer and server replacement during budget limitations
- To expand employee relations efforts

**Program Objectives**

The Administration Services Program is expected to meet performance targets by doing the following:

Achieve Administration Performance and Budget Targets

- Maintain the Administration Services program budget at less than 7.5% of the total department budget
- Conduct timely background investigations to provide a sufficient candidate pool and ensure that sworn staff comply with mandated training requirements
- The Background Investigation Unit will ensure a minimum of 70% of applicants in background investigation complete the process and are hire-eligible within 12 weeks of referral
- The Training Unit will schedule courses to attain at least 99% compliance of Correction Standards Authority (CSA) training requirements for sworn staff

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of background investigations:  |                      |                      |                        |                      |                      |
| - Sworn staff   | 53                   | 11                   | 4                      | 5                    | 5                    |
| - Non-sworn staff   | ---                  | 22                   | 10                     | 10                   | 10                   |
| Number of accounts set up for fines, fees,<br>and restitution: <sup>(1)</sup>   |                      |                      |                        |                      |                      |
| - Adult   | 0                    | 3,653                | 3,400                  | 3,400                | 3,400                |
| - Juvenile  | 0                    | 879                  | 800                    | 800                  | 800                  |
| Number of information technology service<br>requests  | ---                  | ---                  | 2,000                  | 2,000                | 2,000                |
| Number of employee performance and<br>conduct issues reviewed and processed by<br>the Probation Employee Relations<br>Committee | ---                  | ---                  | ---                    | 100                  | 100                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Number of applicants processed through<br>preliminary background assessment within<br>five weeks of referral                    | 51                   | 33                   | 20                     | 20                   | 15                   |
| Percent of sworn staff in compliance with<br>Corrections Standards Authority (CSA)<br>training requirements                     | ---                  | 100%                 | 99%                    | 99%                  | 99%                  |
| Percent of department budget allocated to<br>Administrative Services  | 8.5%                 | 5.7%                 | 7.5%                   | 7.5%                 | 7.5%                 |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number and percent of training class<br>evaluations indicating job relevance  | 1,636 / 88%          | 1,079 / 95%          | 1,000 / 95%            | 1,000 / 95%          | 1,000 / 95%          |
| Number and percent of background<br>investigations completed in 12 weeks of<br>referral   | 35 / 69%             | 44 / 100%            | 20 / 85%               | 15 / 85%             | 15 / 85%             |
| Number and percent of IT survey<br>respondents rating service levers above<br>satisfactory                                      | ---                  | ---                  | 250 / 90%              | 1,150 / 90%          | 1,150 / 90%          |
| Number and percent of department<br>customer survey respondents rating<br>probation service good or better                      | 18 / 95%             | 10 / 90%             | 15 / 90%               | 15 / 90%             | 15 / 90%             |
| Dollars recovered to offset cost of detained<br>youth   | \$582,911            | \$428,584            | \$380,000              | \$380,000            | \$380,000            |

<sup>(1)</sup> Due to the migration to the Columbia Ultimate Business System (CUBS) database system, no data was available for FY 2007-08.



## Administrative Services (3211P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 21.0              | 21.0              | 20.0               | 17.0                   | (3.0)             | 17.0                   |
| Funded FTE                | 21.0              | 21.0              | 20.0               | 16.9                   | (3.1)             | 16.9                   |
| <b>Total Requirements</b> | 3,907,273         | (424,929)         | 1,042,694          | 801,919                | (240,775)         | 810,637                |
| <b>Total Sources</b>      | 3,858,667         | 1,804,796         | 962,248            | 801,919                | (160,329)         | 801,919                |
| <b>Net County Cost</b>    | 48,606            | (2,229,725)       | 80,446             |                        | (80,446)          | 8,718                  |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   | 80,446             |                        | (80,446)          | 8,718                  |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0 which all of which is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Fiscal Services, Payroll / Personnel, Information Technology and non-sworn background investigations.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; increases in safety and security equipment, increases in County Automation Services and increased reimbursement (Intrafund Transfers) for administrative overhead that is allocated to operating programs through cost applied charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (160,329)       | 10,389         | (579,633)           | 0        | (408,915)       | (1)       |

#### 2. Department Reorganization

The Information Technology (IT) Unit will be deleted as part of the overall department reorganization. Core IT strategic planning services will be provided by the County's Information Services Department (ISD) and by outside contractors. One vacant Information Technology Manager position has been deleted and three filled Information Technology Analyst positions will be transferred to ISD. Appropriations have been added to cover additional Relationship Manager services, computer supplies, replacement parts and equipment maintenance. Services to the Department should not be impacted.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (330,181)      | 790,252             | 0        | 460,071         | (1)       |

**3. Reduction to Department's Net County Cost to Meet Budget Target**

To meet the County's requirement for a 10% reduction of Net County Cost, one vacant Management Analyst responsible for contract management has been deleted and the contract and monitoring functions will be allocated to current staff. Services to the department should not be impacted.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (131,602)      | 0                   | 0        | (131,602)       | (1)       |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (160,329)       | (451,394)      | 210,619             | 0        | (80,446)        | (3)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 8,718          | 0                   | 0        | 8,718           | 0         |

## Adult Supervision and Court Services (3227P)

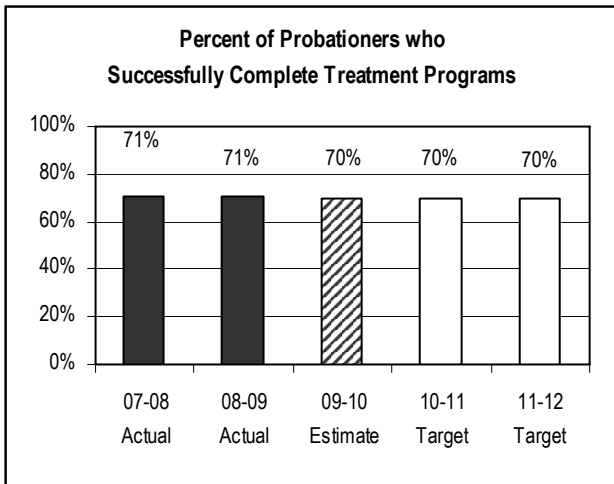
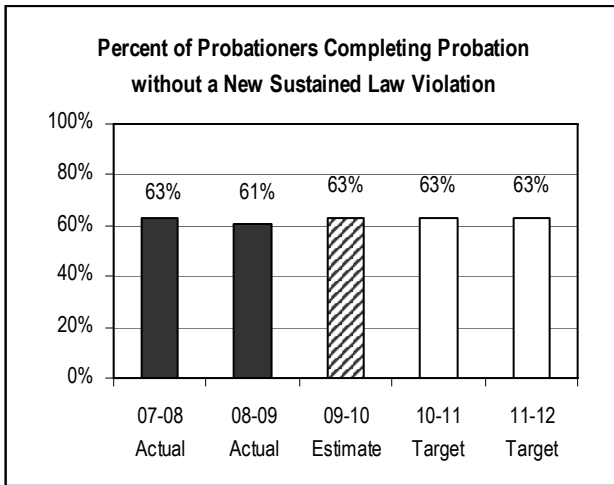
### Program Locator

- County
  - Healthy Community
    - Probation Department
      - Administrative Services
      - ▶ **Adult Supervision and Court Services**
        - Juvenile Supervision and Court Services
        - Institutions Services

judicial decision possible in pre-sentence and pretrial matters for adults.

Adult Supervision Services has two intertwined goals. First, to maximize offender and community safety, Supervision officers enforce the conditions of probation and ensure that probationers are in compliance with court orders. Second, Supervision officers facilitate the treatment component of probation wherein the probationer receives treatment and other related services. These activities contribute to a positive lifestyle change thereby reducing the potential for recidivism.

### Headline Measures



### Services and Accomplishments

The Adult Supervision and Court Services Program contributes to the Shared Vision of a Healthy Community by 2025 by supporting the Court's efforts to protect the community, allow deserving defendants the liberty to assist in their own defense, and impose the most appropriate sentence. Court Services manages the Pretrial Unit. Defendants are evaluated for "Own Recognizance Release" through a review of the defendants criminal history and the use of a risk-assessment tool. Court Services officers also encourage clients to participate in and comply with the Court process and facilitate opportunities for treatment during that process. Lastly, the officers provide the Court with sentence recommendations, including conditions of probation that maximize public safety, protect crime victims, and provide structure for adult offenders. As part of the conditions of probation, probation officers develop case plans to address the needs of probationers.

Additionally, Adult Supervision and Court Services contributes to the Shared Vision of a Healthy Community by 2025 by providing over 2,400 probationers with specialized supervision programs that range in intensity according to the probationers supervision and treatment needs. Supervision services may include a range of tools, such as intensive supervision, community based monitoring, chemical testing, and treatment. Supervision may be limited for low risk offenders to include more general supervision services, including scheduled contacts with probation officers and progress reviews. Supervision Services officers collaborate with and provide mutual support to all levels of local, state and federal law enforcement. By participating in San Mateo County's Gang Intelligence Unit and the Western States Information Network, Supervision Services operates in a highly efficient manner to support public safety.

### Program Outcome Statement

The Adult Probation Division is broken into two distinct branches: Court Services and Supervision Services. Adult Court Services consists of the Investigation unit and the Pretrial unit. These two units have the responsibility to provide thorough, timely, and impartial information to the Courts they serve. The purpose of their investigations and reports is to provide the Court with sufficient background and criminal history information to facilitate the best

Supervision Services includes the following specialized assignments: Intensive Supervision; Sex Offenders; Violent Offenders; Drug Court; Bridges Program; Proposition 36; Mentally Ill Offender Crime Reduction, known as the Pathways Program; Re-entry Program; and Deferred Entry of Judgment. In addition, the Adult Division uses a Computer Assisted Case Services Unit, formally known as CAST to provide limited "case processing" services to probationers. This allows the division the best possible use of its limited supervision resources. Together, these programs provide supervision services that include: community based

supervision; counseling; treatment referral; pro-active intervention; chemical testing; electronic monitoring; educational programs; vocational training; employment resources; and cognitive skills training, known as the Bridges Program.

The following are major accomplishments in the current year:

- Completed an 18-month long training and implementation of the Correctional Assessment and Intervention System (CAIS) tool, a scientifically validated risk and needs assessment to improve case management, to allocate resources appropriately and to collect and track useful data
- Completed a year-long training and implementation of the State-mandated Static-99 tool for sex offender
- Obtained the services of an IT consultant to conduct an assessment of the integrity of the current database, recommend changes, and implement agreed upon changes
- Conducted approximately 50 anti-gang presentations in various schools and before several city government agencies and reached 2,700 citizens since July 2009

### Story Behind Performance

A large part of the Court Services Unit's success is due to the ongoing collaboration and reciprocal cooperation between unit management and the Court. The high quality of assessment, reporting and supervision is due to quality training and unit management. With the Court's willingness to be actively involved in workload issues, the Probation Department has been able to manage its resources to maintain quality reports in spite of staff reductions. In previous years, the number of cases referred by the Court determined the "number of reports written". This year marks the fourth fiscal year in which the unit counted all of the reports that were written and submitted to the Court including Investigation Reports and special reports requested by the Court. It should be noted that pretrial "supervision" has little resemblance to "court-ordered supervised probation". Defendants under pretrial supervision have not surrendered their legal rights; as a result, pretrial officers do not have the same authority to search, chemical test, or arrest as probation officers.

The Court Services Units continues to experience difficulty meeting the demand for bilingual services necessary to meet the current needs of the Department. Although bilingual staff frequently assists non-bilingual staff, many non-English-speaking probationers are unable to fully benefit from probation when supervised by non-bilingual staff. The shortage of bi-lingual staff also has the side effect of limiting exposure of existing bilingual staff to other phases and opportunities in the Probation Department. Even with these limitations, the quality of this unit's efforts ensures that approximately 98% of all court documents meet or exceed department standards of legal viability, accuracy, impartiality, informative content and timeliness.

Consistent with FY 2008-09, the volume of reports written in the first half of the current fiscal year is slightly lower than what Court Services expects to complete in the second half of the year. The

fluctuation in the volume of court reports is due largely to the effect that the summer and winter holidays has on court report assignments received from the Court. Compared to FY 08-09, the number of pre-trial services investigations is decreasing. By the end of the year, Court Services expects a decrease of approximately 163 investigations. The decrease in this measure reflects fewer people booked in to county jail; when fewer people are booked into jail, fewer investigations are conducted.

The Adult Division continues to place a high number of probationers in intensive supervision programs, including: general intensive, domestic violence, violent offenders, sex offenders, and the Pathways Program for mental health offenders. Almost two-thirds of clients placed on intensive supervision complete the grant of probation without a new sustained law violation.

The Division also continues to place a high number of probationers in relapse prevention programs. Relapse prevention programs include the Deferred Entry of Judgment, Prop 36, Drug Court, and Bridges programs. Clients in these programs are referred to one or more community based treatment programs. Of the total number of clients in treatment programs, slightly more than two-thirds of them successfully complete them in a given reporting period. Probationers have the most success in Bridges and Drug Court, moderate success in Deferred Entry of Judgment, and low success rates in Prop 36. The Adult Division's Prop 36 success rates are comparable to other counties in the State. In response to the loss of State funding of Prop 36, the Department supervises only new felony Prop 36 cases, with ARRA funding directed by Alcohol and Drugs. New misdemeanor cases are assigned to Court Probation. Misdemeanor Prop 36 cases assigned to Probation prior to July 1, 2009, have been placed on the banked caseload. In the past, the ability to accurately track successful completion of treatment has been fraught with technical problems. To respond to this challenge, the Department has obtained the expertise of an IT consultant familiar with the Departments database to build a new treatment tracking module of the information management system. The completion of the new module should be implemented by December 2010.

The Division's CAST program has undergone several reorganizations in recent fiscal years to respond to a reduction in personnel and resources and an increase in case transfers. The banked caseload continues to face significant changes that began in July 2008, most notably receiving all misdemeanor Prop 36 cases. With sustained funding cuts to Prop 36, the banked caseload will continue to experience an increase in cases. In light of the County's structural budget imbalance and current hiring freeze, the Division will continue to evaluate the operation of the CAST program to determine how this unit will operate in the future.

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

- To guide the Division through the transition of several key senior management changes
- To increase ability to respond to bi-lingual workload
- To provide sufficient training and practice opportunities to improve staff skills and increase the number of trained officers

- To implement an on-going training plan for staff and managers
- To continue efforts to respond effectively to gangs-related crime in the County

### **Program Objectives**

The Adult Division will meet performance targets by doing the following:

#### Apply for Formula Grant Funding to Implement an Evidence-Based Probation Supervision Program and Prepare for Mandatory Compliance under State SB 678

- Apply to the California Emergency Management Agency for seed money under an ARRA formula grant available to counties to assist in the implementation of an evidence-based probation supervision (EBPS) program and align supervision services with forthcoming State mandates
- Develop SB 678 work plan to guide Division through the goals and objectives of the EBPS grant
- Formulate an SB678 workgroup responsible for key implementation steps
- Continue participating in SMC ARRA Workgroup and report required data under this ARRA supported Cal EMA grant
- Staff an EBPS unit with grant-funded officers
- Report on supervision performance measures required under SB678

#### Ensure 90% of All Pre-Trial and Court-Ordered Reports are Completed Accurately and Submitted Within Established Time Frames

- Monitor Court Submissions
- Cross train municipal and superior court investigation staff
- Rotate officers through court officer assignments to spread those skills more widely
- Track and manage surges in investigation referrals
- Train new staff in time management techniques
- Provide appropriate training for all new staff
- Work with database workgroup to identify needs and priorities for Court-ordered reports
- Assist workgroup in prioritizing improvements to ensure unit can deliver reports to the Court accurately and on time
- Identify the ways in which the new database can improve and streamline the Court Report process

#### Train Officers in the Use of Writing Case Plans with the Correctional Assessment and Intervention System (CAIS) tool by December 31, 2010

- Work with CAIS training team to develop Division policy for case plan writing using the CAIS tool
- Achieve CAIS case plan writing certification for 100% of officers by December 31, 2010
- Implement new case plan policy as one of several new policies outlining evidence-based practices

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of reports written   | 4,472                | 4,222                | 4,200                  | 4,200                | 4,200                |
| Number of completed pre-trial services investigations <sup>(1)</sup>                        | 10,409               | 9,563                | 9,400                  | 9,400                | 9,400                |
| Number of defendants granted pretrial release <sup>(2)</sup>                                | 1,757                | 1,786                | 1,600                  | 1,600                | 1,600                |
| Number of probationers placed on:   |                      |                      |                        |                      |                      |
| - Relapse prevention supervision services   | 2,056                | 1,375                | 850                    | 850                  | 850                  |
| - Intensive Supervision   | 1,027                | 1,002                | 1,100                  | 1,100                | 1,100                |
| - CAST  | 1,146                | 2,893                | 2,800                  | 1,200                | 1,200                |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Number and percent of reports submitted to Court within established time frames             | 4,426 / 99%          | 4,175 / 99%          | 4,100 / 98%            | 4,100 / 98%          | 4,100 / 98%          |
| Number of reports per officer per year  | 258                  | 273                  | 220                    | 220                  | 220                  |
| Staff to client ratio   | 1:90                 | 1:60                 | 1:58                   | 1:80                 | 1:90                 |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number and percent of reports not requiring modification by the Court                       | 4,432 / 99%          | 4,184 / 99%          | 4,100 / 98%            | 4,100 / 98%          | 4,100 / 98%          |
| Number and percent of probationers completing probation without new sustained law violation | 2087 / 63%           | 2,600 / 61%          | 2,100 / 63%            | 2,100 / 63%          | 2,100 / 63%          |
| Number and percent of probationers who successfully complete:                               |                      |                      |                        |                      |                      |
| - Bridges   | --- / ---            | 33 / 78%             | 38 / 85%               | 38 / 85%             | 38 / 85%             |
| - Proposition 36  | --- / ---            | 399 / 44%            | 36 / 44%               | 36 / 44%             | 36 / 44%             |
| - Other treatment program   | --- / ---            | 1,044 / 46%          | 1,399 / 71%            | 1,399 / 46%          | 1,399 / 70%          |
| Percent of probationers who successfully complete treatment program                         | 71%                  | 71%                  | 70%                    | 70%                  | 70%                  |

<sup>(1)</sup> The decrease in this measure reflects fewer people booked into county jail; when fewer people are booked into jail, fewer investigations are conducted.

<sup>(2)</sup> As the number of investigations decreases, the number of defendants who are granted pretrial release decreases.

## Adult Supervision and Court Services (3227P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 144.0             | 145.0             | 145.0              | 132.0                  | (13.0)            | 132.0                  |
| Funded FTE                | 142.0             | 142.9             | 143.6              | 129.6                  | (14.0)            | 129.6                  |
| <b>Total Requirements</b> | 18,951,345        | 19,021,269        | 19,988,712         | 19,285,400             | (703,312)         | 19,288,224             |
| <b>Total Sources</b>      | 7,101,041         | 6,366,037         | 7,185,008          | 6,632,070              | (552,938)         | 6,454,101              |
| <b>Net County Cost</b>    | 11,850,304        | 12,655,232        | 12,803,704         | 12,653,330             | (150,374)         | 12,834,123             |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   | 388,552            | 360,692                | (27,860)          | 360,692                |
| Mandated Services         |                   |                   | 10,922,781         | 10,789,153             | (133,628)         | 10,958,424             |
| Non-Mandated Services     |                   |                   | 1,492,371          | 1,503,485              | 11,114            | 1,515,007              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$12,653,330 or 65.6% of which \$1,503,485 or 11.9% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and discretionary services that include; C.A.S.T (Computer Assisted Supervision Team) Administrative Caseload, Pre-Trial Services, Adult Supervision, Domestic Violence, the Bridges Program, the Court Work Program, and Adult Drug Court.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increases in safety equipment, provider contracts, leased facility charges and revenue collection charges and increased reimbursement (Intrafund Transfers) for administrative overhead that is allocated to operating programs through cost applied charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,010,353)     | 893,202        | (579,219)           | 0        | 1,324,336       | (5)       |

## **2. Department Reorganization for Pre-Trial Services**

As part of the pre-planning of the Department reorganization, five new Group Supervisor positions will be added under the Pre-Trial Program to align with the duties of the unit and six filled Deputy Probation Officers have been deleted. The transition from Deputy Probation Officer to Group Supervisor is expected to have minimal impact on the supervision of Pre-Trial defendants.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 565,035        | 0                   | 0        | 565,035         | 5         |
| 0               | (879,174)      | 0                   | 0        | (879,174)       | (6)       |

## **3. Reduction to Department's Net County Cost to Meet Budget Target**

To meet the County's requirement for a 10% reduction of Net County Cost, one vacant Probation Services Manager, two filled Probation Services Managers, one filled Deputy Probation Officer, one vacant Legal Office Assistant, one vacant Legal Office Specialist, and one vacant Legal Office Services Manager have been deleted. Duties for the Probation Officers and Probation Services Managers will be absorbed by sworn staff causing an increase in caseloads and supervisory span of control. Duties for the Legal Office Assistant, Legal Office Specialist, and Legal Office Services Manager will be absorbed by current staff and current services will be affected with higher overtime costs to produce required court reports in a timely manner.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (888,203)      | 0                   | 0        | (888,203)       | (7)       |

## **4. Evidence Based Probation Supervision Program**

A 36-month grant under the American Recovery and Reinvestment Act has been received to support evidence based practices relating to the supervision of adult felon offenders. The funding has been appropriated to backfill the cost of for two Deputy Probation Officers who will replace Officers whose positions have been deleted. Funding will also cover contracts and equipment purchases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (272,368)      | 0                   | 0        | (272,368)       | (2)       |
| 457,415         | 457,415        | 0                   | 0        | 0               | 2         |

### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (552,938)       | (124,093)      | (579,219)           | 0        | (150,374)       | (13)      |

## **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

### **5. Adjustments to Provide Current Level of Service**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases and reductions in contractual services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (177,969)       | 2,824          | 0                   | 0        | 180,793         | 0         |

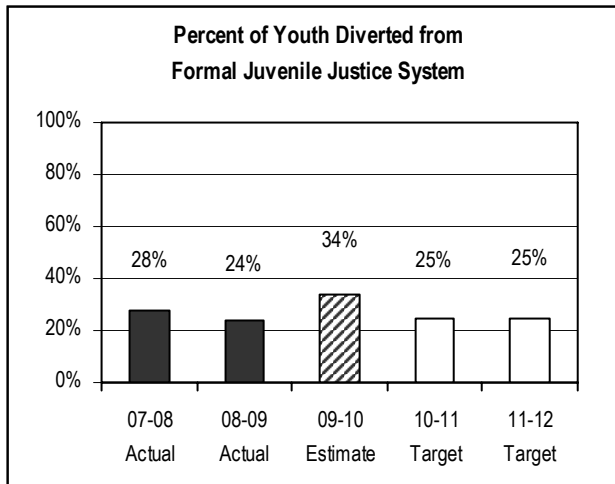
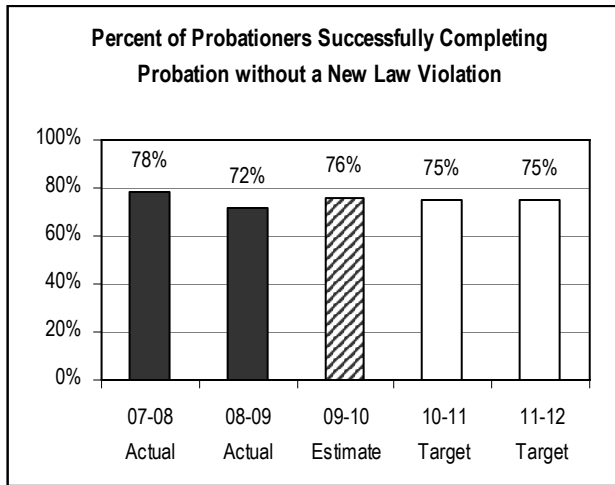


## Juvenile Supervision and Court Services (3253P)

### Program Locator

- County
  - Healthy Community
    - Probation Department
      - Administrative Services
      - Adult Supervision and Court Services
      - ▶ **Juvenile Supervision and Court Services**
      - Institutions Services

### Headline Measures



### Program Outcome Statement

The Juvenile Supervision and Court Services Division helps youth become pro-social, contributing members of their communities by strengthening key developmental assets, encouraging accountability, and providing thorough, timely, and impartial information to the Court. Supervision officers work closely with at-risk youth and their families, juvenile criminal justice agencies, law enforcement, schools, community-based treatment organizations

and victims. Officers assess a youth's risks and needs, make balanced recommendations to the Court, enforce court orders, provide supervision to diversion or formal probation cases, and hold youth accountable to case plan goals. Furthermore, intensive efforts for high-risk youth focus on monitoring serious offenders, providing graduated sanctions as alternatives to traditional detention and avoiding costly out-of-home placements while seeking restorative justice for victims and increasing public safety.

### Services and Accomplishments

The Division contributes to the County's Shared Vision commitment to ensure public safety and basic health and safety for all by supporting the Court's efforts to protect the community, allowing deserving youth and defendants to assist in their own defense, and imposing the most appropriate sentence. The Division also helps facilitate opportunities for treatment and encourages clients to participate in and comply with the Court process. The Juvenile Supervision units provide a wide range of services including appropriate diversion from the criminal justice system, crisis intervention on school campuses, screening and assessment, family preservation and reunification, case management of youth in out of home placements, intensive supervision and monitoring of high-risk offenders, collaboration to treat substance abuse and mental illness issues, and promoting the general goal of maintaining family stability and, where possible, preventing out of home placements.

The following are major accomplishments in the current year:

- Redesigned mandated Diversion programs and other informal interventions
- Created specialized supervision for long-term detainees
- Piloted flexible staffing model between Juvenile and Adult Supervision Divisions
- Created a youth development survey and pilot tested with 164 Probation youth

### Story Behind Performance

The structural budgetary imbalance has impacted Juvenile Supervision and Court Services' resources and program operations. With the June 2009 closure of the Risk Prevention Program (RPP), Probation Officers were reassigned throughout the department, and the mandated Juvenile Diversion and Informal Supervision caseloads were restructured. This had a significant impact on the number of youth completing diversion and informal supervision; moreover, the transition between programming structures and case managers also impacted the number and percent successfully completing diversion or informal supervision. Furthermore, reallocation allowed for creation of caseloads for certain youth who spend much if not all of the probationary period incarcerated; this type of supervision allows for increased coordination with Institutional staff for the benefit of the youth. However, these shifts in case management did impact certain outcome numbers artificially,

such as number of youth completing Probation without a new law violation.

Programmatically, the trend for overall Probation wardship continued its slight downward trend. However, the youth served present increasingly varying and significant issues; to be successful with these youth, Probation requires close collaboration with the youth and family as well as with a variety of collaborative stakeholders and treatment providers. Due to unsustainable client models, some treatment programs were reduced or eliminated; absent certain programs to serve high-risk youth, there is a need to stretch existing resources beyond optimal capacity. Without sufficient services designed to treat specific youth needs, youth outcomes can show negative impacts, including: staff to client ratios for certain specialized caseloads; and the number and percent of youth completing Probation or Electronic Monitoring committing new law violations.

Additionally, two major sources of state funding, Juvenile Prevention and Camps Funding (JPCF) and Juvenile Justice Crime Prevention Act (JJCPA), were shifted to rely on Vehicle Licensing Fees (VLF), whose actual receipts have fallen significantly short of anticipated allocations and caused the closure and reduction of numerous contracted service providers as well as some Probation programs. These changes limit Probation Officers' ability to refer youth to necessary services and to divert them from the Juvenile Justice system in general and may have long-term negative outcome implications.

Finally, Juvenile Probation has been faced with a unique set of administrative challenges this year, including the promotion and rotation of the Deputy Chief Probation Officer candidates, a shift of Directors and re-balancing some Probation Services Managers' units of supervision. With these changes come a larger need for training, periods of transition and occasional gaps in knowledge that shape policy and procedural decision making. As the department prepares for a larger reorganization to meet the budgetary and mandatory service level constraints as well as a variety of uncertain variables, these management shifts may play a larger role how Juvenile Probation supervision is organized, which youth receive specialized services, how outcomes for youth are measured, and what targets Probation Officers should reach.

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

- To develop operational plan for departmental reorganization
- To manage mandatory supervision caseloads and investigative reports with reduced resources
- To continue to create IT infrastructure and consistent IT strategies to effectively direct resources and to better understand youth outcomes
- To train staff in case management techniques, documentation requirements and best practices

**Program Objectives**

Juvenile Services will meet performance targets by doing the following:

By June 2011, Evaluate Caseload and Outcome Standards and Targets to Optimize Performance while Managing Costs.

- Monitor spending and resource allocation to ensure fiscal responsibility
- Evaluate caseloads and outcome processes, methodologies and measurements to reduce inefficiencies, promote successful outcomes and maintain casework integrity
- Consider alternative processes that may assist in the above objectives

By June 2011, Evaluate and Start Process to Streamline Juvenile Investigation Reports to Ensure 95% are Submitted to the Court are within Established Time Frames

- Consider processes to reduce inefficiencies
- Promote staff training and cross-training for sworn and non-sworn staff

By December 2010, Integrate and implement Reporting Tool for Juvenile Case Management System

- Develop template for Juvenile Services and Institutions Services for reporting needs
- Develop internal IT environment to allow for data integration
- Pilot test reporting tool using actual Probation data to confirm value proposition and refine business processes for use

By June 2011, Streamline Assessment and Case Plans for User-friendliness and Efficiency

- Research options and upgrade case planning tool
- Review and provide training for all staff on use of assessment and case plan tools
- Separate business processes for different types of Probation supervision / youth needs

By June 2011, Create Specialized Training Opportunities for Juvenile Probation Supervision Techniques

- Research critical case management and training best practices
- Create sustainable training curriculum and models around such topics as motivational interviewing, case activity records, case planning, reasonable candidacy determination etc.
- Pilot test specialized training with small groups of Probation officers

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of youth placed on:   |                      |                      |                        |                      |                      |
| - Probation  | 2,426                | 2,202                | 2,015                  | 2,000                | 2,000                |
| - Prevention / diversion programs  | 739                  | 755                  | 954                    | 800                  | 800                  |
| - Electronic monitoring  | ---                  | 656                  | 666                    | 600                  | 600                  |
| Number of juvenile investigation reports written   | 1,087                | 1,121                | 930                    | 900                  | 900                  |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Staff to client ratio:   |                      |                      |                        |                      |                      |
| - Specialized units  | 1:19                 | 1:18                 | 1:24                   | 1:30                 | 1:30                 |
| - Regular supervision  | 1:41                 | 1:66                 | 1:56                   | 1:60                 | 1:60                 |
| Number of youth completing:  |                      |                      |                        |                      |                      |
| - Probation  | ---                  | 899                  | 857                    | 700                  | 700                  |
| - Prevention / diversion programs  | ---                  | 438                  | 159                    | 200                  | 200                  |
| - Electronic monitoring  | ---                  | 519                  | 616                    | 500                  | 500                  |
| Percent of youth diverted from formal juvenile justice system <sup>(1)</sup>                                 | 28%                  | 24%                  | 34%                    | 25%                  | 25%                  |
| Number and percent of juvenile investigation reports submitted to the Court within established timeframes    | 1,063 / 98%          | 1,109 / 99%          | 813 / 96%              | 855 / 95%            | 855 / 95%            |
| Number of juvenile investigation reports per officer per year  | 121                  | 134                  | 120                    | 120                  | 120                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Number and percent of youth completing:  |                      |                      |                        |                      |                      |
| - Probation without new sustained law violations   | 645 / 78%            | 710 / 72%            | 648 / 76%              | 525 / 75%            | 525 / 75%            |
| - Diversion / informal contracts and are not filed upon within six months                                    | 382 / 85%            | 152 / 90%            | 178 / 88%              | 170 / 85%            | 170 / 85%            |
| - Electronic monitoring without a new sustained law violation  | --- / ---            | 405 / 86%            | 503 / 82%              | 400 / 80%            | 400 / 80%            |
| Number and percent of youth assigned to the Family Preservation Program who remain in their home             | 474 / 95%            | 418 / 97%            | 565 / 98%              | 479 / 95%            | 479 / 95%            |
| Number and percent of youth assigned to the Placement Unit who are not removed from placement <sup>(1)</sup> | 973 / 97%            | 257 / 89%            | 218 / 95%              | 200 / 92%            | 200 / 92%            |

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number and percent of Juvenile Investigation reports not requiring revision per Court | 1,018 / 94%          | 1,078 / 96%          | 811 / 95%              | 998 / 95%            | 998 / 95%            |

(1) The decrease is due to a change in methodology that increases the denominator of total youth counted in the formal juvenile system.

## Juvenile Supervision and Court Services (3253P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 151.0             | 151.0             | 129.0              | 120.0                  | (9.0)             | 120.0                  |
| Funded FTE                | 145.0             | 147.2             | 126.7              | 113.9                  | (12.8)            | 113.9                  |
| <b>Total Requirements</b> | 18,614,717        | 18,613,431        | 18,452,071         | 18,338,622             | (113,449)         | 17,880,851             |
| <b>Total Sources</b>      | 14,212,032        | 13,550,993        | 12,376,324         | 10,795,215             | (1,581,109)       | 10,795,215             |
| <b>Net County Cost</b>    | 4,402,685         | 5,062,438         | 6,075,747          | 7,543,407              | 1,467,660         | 7,085,636              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Federal Grants Match      |                   |                   | 43,970             | 43,970                 |                   | 43,970                 |
| State Grants Match        |                   |                   | 2,867,188          | 2,479,232              | (387,956)         | 2,479,232              |
| A-87 Cost Plan            |                   |                   | 362,433            | 347,118                | (15,315)          | 347,118                |
| Mandated Services         |                   |                   | 657,115            | 2,409,461              | 1,752,346         | 1,981,166              |
| Non-Mandated Services     |                   |                   | 2,145,041          | 2,263,626              | 118,585           | 2,234,150              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,543,407 or 41.1%, of which \$2,263,626 or 30.0% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Juvenile Assessment and Referral Center, Parenting Program, the Electronic Monitoring Program, and Juvenile Traffic Court.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; increases in provider contracts; motor vehicle replacement charges; and software purchases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,591,109)     | 1,857,349      | (486,041)           | 0        | 2,952,417       | 2         |

## **2. Reduction to Department's Net County Cost to Meet Budget Target**

To meet the County's requirement for a 10% reduction of Net County Cost, eight filled Deputy Probation Officers, two filled Probation Services Manager's and one filled Administrative Secretary III-C have been deleted. Duties for the Deputy Probation Officers and Probation Services Manager's will be absorbed by the remaining sworn staff causing an increase in caseloads and supervisory span of control. Lower level offenders may not receive the same level of supervision services as is currently provided. Providing services to at-risk youth will continue to be a priority. The duties of the Administrative Secretary will be absorbed by the remaining Administrative Secretaries and will not affect current services

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (1,484,757)    | 0                   | 0        | (1,484,757)     | (11)      |

### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,581,109)     | 372,592        | (486,041)           | 0        | 1,467,660       | (9)       |

## **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases and reduction of non-funded project and contract costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (457,771)      | 0                   | 0        | (457,771)       | 0         |

## Institutions Services (3283P)

### Program Locator

County

Healthy Community

Probation Department

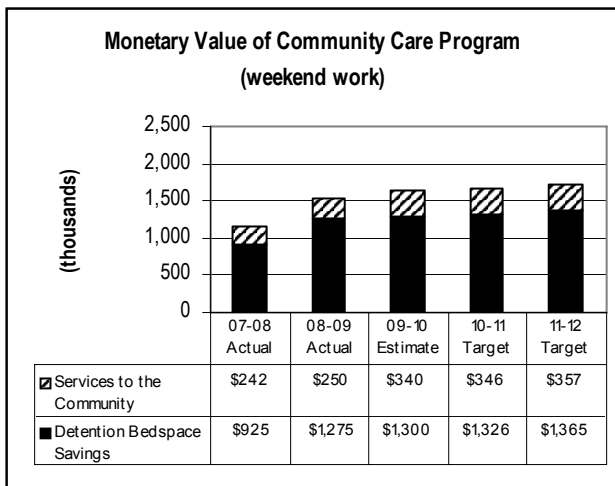
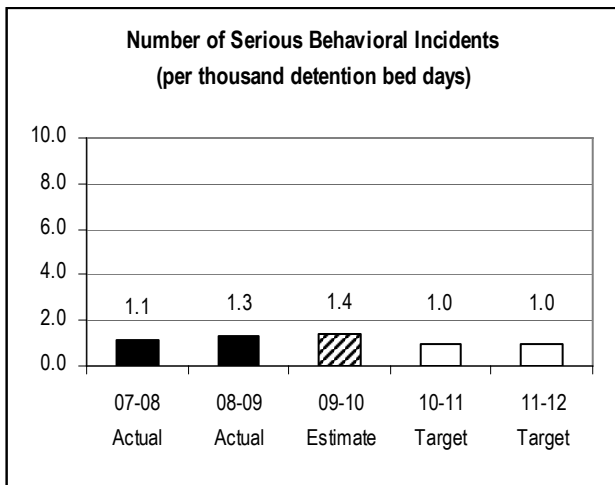
Administrative Services

Adult Supervision and Court Services

Juvenile Supervision and Court Services

▷ **Institutions Services**

### Headline Measures



### Program Outcome Statement

The Institutions Services Division provides juvenile court-ordered secure and non-secure programs, including detention, camps, and community service. The goals of the Division are to provide safe and secure housing for youth detained by the Court, to protect the public, to support families, and to aid in youths' transition to the community.

### Services and Accomplishments

The Division contributes to the County's Shared Vision commitment to ensure safe communities by providing institutional services for youth who cannot remain in the community. The 180-bed juvenile detention facility in the Youth Services Center provides secure custody services and collaborates with other County Departments to provide food, health, mental health, education, and special programs to youth. Camp Glenwood is a 60-bed residential program that offers boys the opportunity to develop positive behaviors, learn skills, and improve their education in order to have productive, crime-free lives in the communities. The Margaret J. Kemp Girls Camp (Camp Kemp) provides a 30-bed residential, local, gender-responsive, and intensive program for girls as an alternative to serving time in detention or in an out-of-home placement program. The Community Care Program supervises youth in weekend community service and restorative justice projects. In addition, the Division provides staff to the Office of Education's Community Schools to maintain order and to intervene early in student behavioral problems.

The following are major accomplishments in the current year:

- Increased the average daily population at Camp Kemp, reducing the per youth cost by 42%
- Reduced historic overtime costs by 50%
- Started a comprehensive capital improvement plan at Camp Glenwood
- Worked with an architectural and design firm to develop a plan for increasing security at Juvenile Hall
- Implemented a gang classification system at Juvenile Hall
- Increased programs for youth, including service projects, music, and mental health and substance abuse treatment
- Launched a community transition program for youth with long stays in Juvenile Hall, including college-credit courses, independent living skills, driver's license test preparation, and gang dropout services
- Increased security at the Youth Services Center by designating a 48-hour precautionary hold unit
- Revised the process for youth grievances to provide for more efficient and faster response

### Story Behind Performance

The Division has seen an increase in the average daily populations of Camp Glenwood and Camp Kemp, 32% and 50%, respectively. The Juvenile Court resumed sending youth to Camp Glenwood after a suspension of commitments in 2008. The Division and the Juvenile Court eased the eligibility requirements for Camp Kemp, meaning that more girls could be served by the program.

Treatment services continue to be a strong focus at all Probation facilities. This year the Division has added services from Fresh Lifelines for Youth, a legal education and mentoring program; Guitars Not Guns, a music education program; and Asian American

Recovery Services, a substance abuse prevention and treatment program.

The Division saw an increase in behavioral incidents in Juvenile Hall in the first half of the year due to an increase in gang tensions and recruiting behavior. The increase in tension within the facility is in part a result of the partial closure of state Department of Juvenile Justice facilities, which means that serious youthful offenders are now serving out dispositions in Juvenile Hall.

The Community Care Program, in which youth work on community service projects instead of serving custody time, increased the value of its services to the community. The value of detention bed savings is lower than expected, although it is higher than the value in fiscal year 2008-09. The program continues to be a successful intervention for youth.

Major challenges over the next two years will be:

- To continue to reduce reliance on overtime
- To continue the design and planning phase of the Camp Glenwood capital improvement plan
- To train staff who are reassigned from other Divisions due to Department reorganization
- To enhance vocational programming at the Youth Services Center, Camp Glenwood, and Camp Kemp

### **Program Objectives**

The Institutions Division will meet performance targets by doing the following:

- Conduct drills and table-top scenarios to prepare for natural disasters or emergency situations
- Address serious personnel issues through consistent and early intervention
- Reduce significant youth behavioral incidents through better classification and sanctions

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Average daily population / percent of capacity:   |                      |                      |                        |                      |                      |
| - Juvenile Hall   | 155 / 86%            | 160 / 89%            | 150 / 85%              | 150 / 83%            | 145 / 81%            |
| - Camp Glenwood   | 52 / 87%             | 28 / 47%             | 40 / 80%               | 45 / 75%             | 50 / 83%             |
| - Camp Kemp   | 15 / 50%             | 16 / 53%             | 25 / 80%               | 27 / 90%             | 27 / 90%             |
| Number of youth placed in Community Care Program (weekend work)                           | 344                  | 338                  | 300                    | 375                  | 400                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Number of treatment programs delivered by staff to:                                       |                      |                      |                        |                      |                      |
| - Youth Services Center   | ---                  | ---                  | 140                    | 140                  | 140                  |
| - Camp Glenwood residential program <sup>(1)</sup>  | 40                   | 133                  | 140                    | 140                  | 140                  |
| - Margaret J. Kemp Girls Camp <sup>(1)</sup>  | 61                   | 176                  | 140                    | 140                  | 140                  |
| Number of serious behavioral incidents  | 63                   | 75                   | 80                     | 60                   | 55                   |
| Number of serious behavioral incidents per 1,000 detention bed days                       | 1.1                  | 1.3                  | 1.4                    | 1.0                  | 1.0                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Monetary value of Community Care Program (weekend work):                                  |                      |                      |                        |                      |                      |
| - Detention bedspace savings  | \$925,089            | \$1,275,163          | \$1,300,000            | \$1,325,610          | \$1,365,378          |
| - Services to the community   | \$242,449            | \$250,420            | \$340,000              | \$346,250            | \$356,637            |
| Number and percent of youth successfully completing Community Care Program (weekend work) | 310 / 90%            | 290 / 90%            | 240 / 90%              | 275 / 90%            | 300 / 90%            |

<sup>(1)</sup>In FY 2008-09, the Division change the methodology for this measure to better reflect the continuing nature of some programs.



## Institutions Services (3283P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 150.0             | 146.0             | 150.0              | 152.0                  | 2.0               | 152.0                  |
| Funded FTE                | 151.2             | 145.8             | 149.8              | 150.8                  | 1.0               | 150.8                  |
| <b>Total Requirements</b> | 27,396,892        | 34,938,429        | 32,686,910         | 35,170,826             | 2,483,916         | 35,439,086             |
| <b>Total Sources</b>      | 9,950,337         | 10,031,557        | 10,644,846         | 11,390,775             | 745,929           | 11,390,775             |
| <b>Net County Cost</b>    | 17,446,554        | 24,906,871        | 22,042,064         | 23,780,051             | 1,737,987         | 24,048,311             |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| State Grants Match        |                   |                   | 790,511            | 200,000                | (590,511)         | 200,000                |
| A-87 Cost Plan            |                   |                   | 469,499            | 553,518                | 84,019            | 553,518                |
| Mandated Services         |                   |                   | 13,640,907         | 16,823,545             | 3,182,638         | 17,137,737             |
| Non-Mandated Services     |                   |                   | 7,141,147          | 6,202,988              | (938,159)         | 6,157,056              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$23,780,051 or 67.6% of which \$6,202,988 or 26.1% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Camp Glenwood, Margaret J. Kemp Camp for Girls, Community Care Program, and Community Schools Program.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes, increased contracts; facility rental charges; motor vehicle replacement charges; and increased reimbursement (Intrafund Transfer) for administrative overhead that is allocated to operating programs through cost applied charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 745,929         | 3,238,849      | (452,038)           | 0        | 2,040,882       | 4         |

#### 2. Reduction to Department's Net County Cost to Meet Budget Target

To meet the County's requirement for a 10% reduction to Net County Cost, one vacant Probation Services Manager and one filled Institutional Services Manager have been deleted. Responsibility for the management and oversight of Camp Glenwood and the Margaret J. Kemp Camp for Girls will be divided between the Deputy Chief of Institutions and the Director of the Juvenile Hall. This should not affect current services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (302,895)      | 0                   | 0        | (302,895)       | (2)       |

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**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 745,929         | 2,935,954      | (452,038)           | 0        | 1,737,987       | 2         |

**FY 2011-12 Program Funding Adjustments**

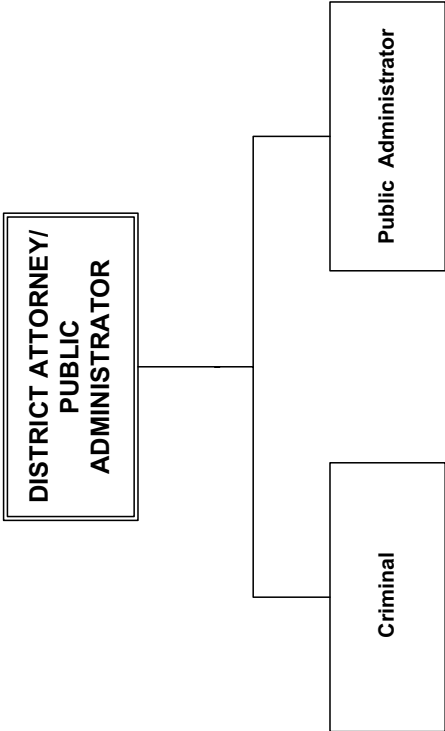
The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases and an increase in the provision of Departmental Reserves.

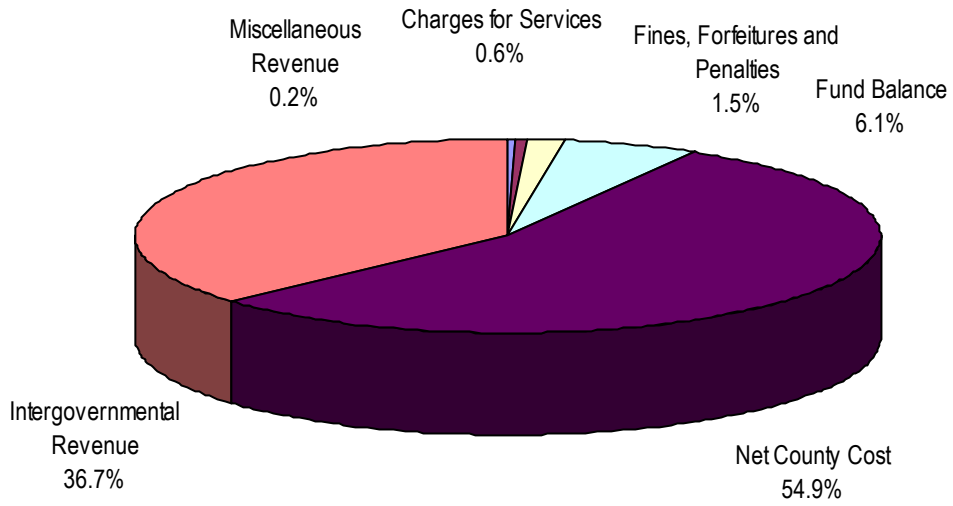
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 86,774         | 0                   | 181,486  | 268,260         | 0         |

**DISTRICT ATTORNEY/  
PUBLIC ADMINISTRATOR**

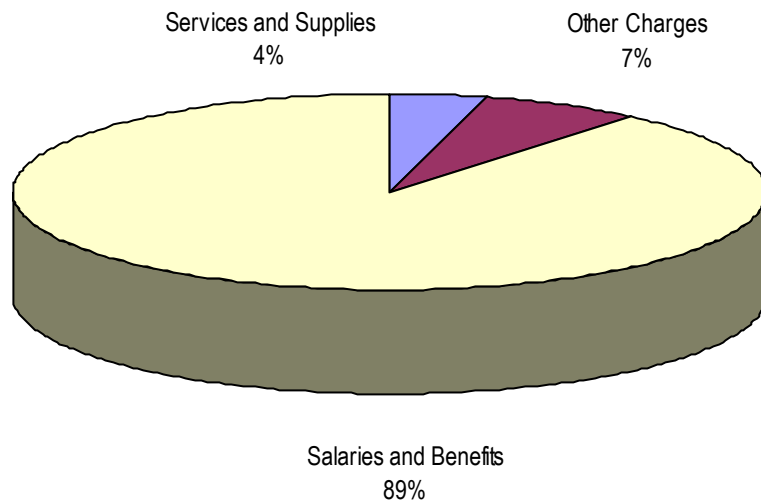


## District Attorney / Public Administrator

### FY 2010-11 Recommended Sources



### FY 2010-11 Recommended Requirements

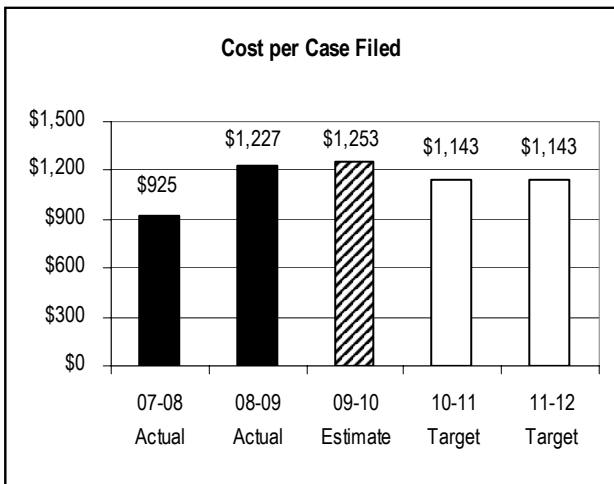
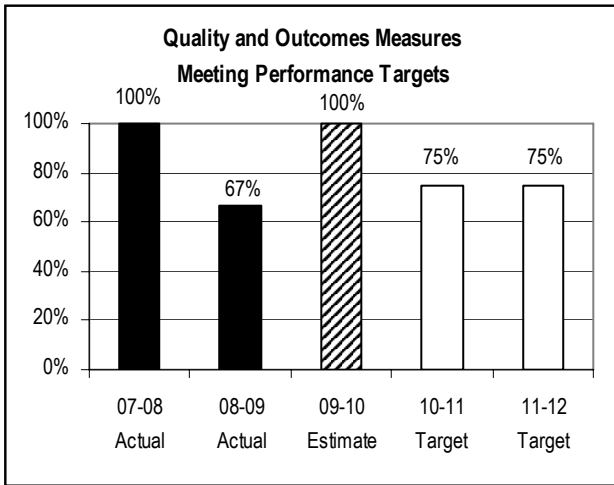


**Department Locator**

County

- Healthy Community
  - Health System
  - Contributions to the Medical Center
  - First 5 San Mateo County
  - Sheriff's Office
  - Message Switch
  - Probation Department
- ▷ **District Attorney / Public Administrator**
  - Private Defender Program
  - County Support of the Courts
  - Coroner's Office
  - Public Safety Communications
  - Fire Services

**Department Measures**



**Department Mission Statement**

San Mateo County District Attorney / Public Administrator's Office serves the people of the State of California by prosecuting adult and juvenile offenders, enforcing consumer and environmental laws, administering decedent estates, providing legal and investigative support to other law enforcement agencies and disseminating public information about law enforcement while ensuring public safety and accountability for criminal conduct.

**Contributions to Shared Vision 2025 (FY 2005 – 2009)**

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

- **Victim Center**  
Reduce the trauma of a violent crime, by establishing contact with a victim and / or the victim's family as soon as the Office learns about the crime. Specific services offered include crisis intervention, emergency assistance, resource and referral assistance, claims assistance and other related services, which support and encourage victims of crime to engage in the healing process and regain a measure of control in their lives. The number of victims that received these services decreased by 12% from FY 2007-08 to FY 2008-09. However, the program projects a 48% increase in FY 2009-10. The projected increase in services is attributed to an improved case tracking mechanism in the Office's statistical database.
- **Gang Prosecution**  
Continue to provide specialized training for two Deputy District Attorneys who are successfully prosecuting gang cases and added one inspector specialized in gang cases to vertically investigate and prosecute gang-related crimes. The addition of staff has resulted in an 95% conviction rate for all vertical gang cases.
- **Elder Abuse Prosecution**  
Assigned one dedicated Deputy District Attorney to prosecute elder abuse crimes. Presentations were conducted by the Deputy District Attorney to senior groups in order to raise awareness of the many scams that are used to lure retiree and senior citizen victims and to open lines of communication in high risk communities.
- **Identity Theft**  
Provided specialized training in identity theft prosecution to one Deputy District Attorney that resulted in the successful prosecution of large scale identity theft and high tech cases. The same deputy also acts as the office's liaison to the Rapid Enforcement Allied Computer Team (REACT) and has contributed to a decreased response time for the issuance of search warrants and the review and filing of cases in this field. This has resulted in swifter and more effective prosecution of these cases.

**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.

• **Victim Center**

Maintain collaborative relationships with various county departments including but not limited to Child Protective Services, Adult Protective Services, San Mateo Medical Center – Keller Center, the Sheriff’s Office, Probation and with numerous non-profit organizations such as Community Overcoming Relationship Abuse (CORA), Rape Trauma Services, Pyramid Alternatives, Healthy Homes, Fair Oaks Community Center, in order to better serve and meet the needs of the community.

• **Countywide Gang Suppression Task Force**

Continue collaborative efforts with law enforcement partners to successfully investigate and prosecute gang related cases.

• **Multi-Agency Collaboration in Identity Theft Prosecution**

Continue to collaborate with local, state, and federal authorities, in partnership with the REACT to aggressively pursue and prosecute identity theft and high tech crime cases. This partnership resulted in over 300 prosecutions for identity theft and high tech related crimes in FY2008-09.

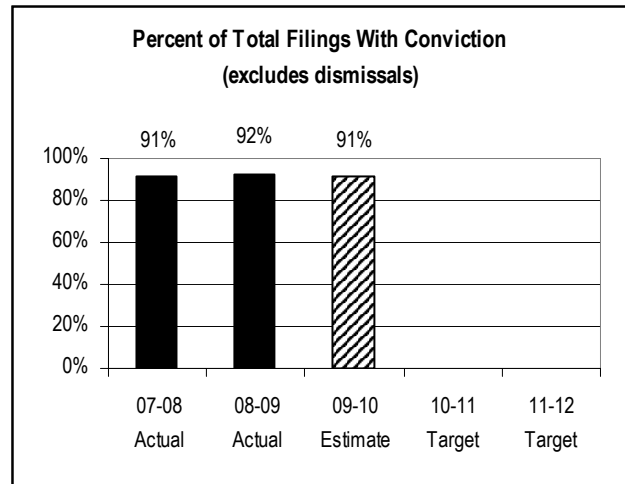
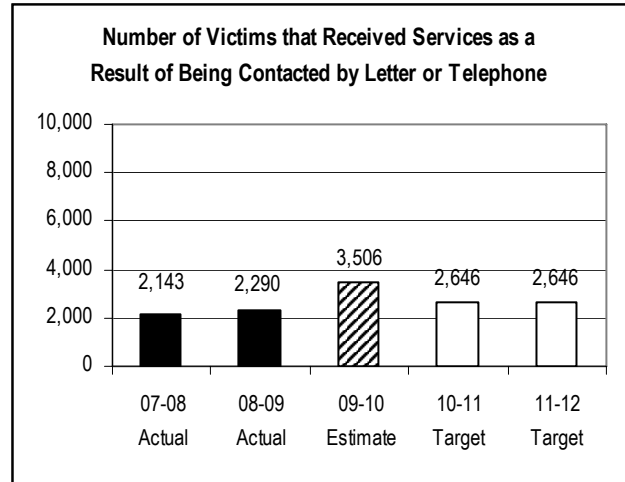
• **Consumer and Environmental Unit**

Working with County Weights and Measures officials, Environmental Health Division, the Attorney General’s Office and prosecutors in various other counties to successfully investigate and prosecute civil cases that often result in civil penalties, restitution to consumers, protection of the environment and help maintain a level playing field for law-abiding businesses.

• **Public Administrator**

Working with funeral homes, cemeteries, elder care facilities, County Coroner and other County agencies to find solutions in cases where decedents’ remains have been abandoned by family members.

**Headline Measures**



**Services and Accomplishments**

The District Attorney’s Office primarily contributes to the Shared Vision of a Healthy Community by 2025 by prosecuting felony and misdemeanor crimes committed in San Mateo County as well as County ordinance violations and juvenile cases. The Office advises and conducts investigations for the Criminal Grand Jury and conducts investigations of welfare fraud, theft, embezzlement and other cases pending trial. The Office initiates legal actions to prohibit unfair business practices and handles water pollution, hazardous waste and similar cases. The Office also provides assistance to crime victims and / or victim’s family members through the Victim Center. Finally, the Office serves as the Public Administrator in the probate of estates.

The following are major accomplishments in the current year:

**COLLABORATIVE COMMUNITY**

- Collaborated with the Keller Center, Child Protective Services, Rape Trauma Services, Behavioral Health Services and Law Enforcement, to update the County Child Sexual Assault Protocol as well as the Adult Sexual Assault Protocol.

- Currently working with members of the Domestic Violence Death Review Team to compile the Annual Report
- Worked cooperatively with the Gang Task Force, the Gang Intelligence Unit and all of the street crime suppression teams throughout the county in ongoing efforts to aggressively and successfully prosecute gang members
- Collaborated with the Gang Task Force and the Gang Intelligence Unit, which resulted in a 95% conviction rate for all vertical gang cases
- Worked with the California Department of Toxic Substances Control, the County Environmental Health Division, the East Palo Alto Police Department and the Menlo Park Fire Protection District to obtain a permanent injunction against a company that had operated a hazardous waste treatment facility in East Palo Alto in repeated violation of environmental laws. The Judgment requires the payment of \$350,000 in civil penalties and costs and prohibits the defendant from conducting any business involving the storage, treatment, handling or transportation of hazardous waste in California
- Collaborated with Aging and Adult Services, local law enforcement agencies, the District Attorney's Investigations Bureau and the San Mateo County Ombudsman's Office to refine the recently-created system of direct reporting of suspected physical, sexual and financial abuse of the elderly and / or developmentally disabled adults who reside in long-term care facilities

#### HEALTHY COMMUNITY

- Continue to work collaboratively with local police departments in completing investigations and the successful prosecution of cases
- Established a close working relationship with federal agencies in investigation of drug trafficking and organized crime that included the utilization of California wiretap legislation
- Provide ongoing investigative resources and legal advice in all homicides that occur in San Mateo County
- In 2009, the District Attorney's Office filed 23 felony elder abuse cases. Many of those cases received substantial press coverage that focused the public's attention on these types of crimes. A strong focus on elder abuse will help protect seniors, dependent adults, and educate the community to become more aware of the dangers. The Office strives to keep neighborhoods safe by spreading the word that targeting San Mateo County's vulnerable citizens will not be tolerated and that substantial resources and services are available to help people protect themselves and family members
- Worked with the California Department of Public Health to obtain a permanent injunction and \$90,000 in civil penalties and costs against a tofu manufacturer that was operating in violation of health laws
- Worked with the California Department of Corporations (DOC) to obtain a judgment against a debt settlement company that solicited consumers who had significant debt. The company acted without being licensed by the DOC, charged fees in

excess of those allowed under law, and made misleading statements to consumers. The judgment obtained requires the payment of \$450,000 in civil penalties and costs and \$500,000 restitution to consumers

#### Story Behind Performance

The Victim Center has been a division of the District Attorney's Office since it was transferred from the Probation Department in February 2002. The Program provides various mandatory services, including crisis intervention, resource and referral assistance, claims assistance, emergency assistance, orientation to the Criminal Justice System and court escort. Initial contact with a victim is usually done by mail upon receipt of a crime report from one of the local 23 Law Enforcement agencies throughout the County of San Mateo. The primary goal of the program is to expeditiously contact victims and / or victim's families to notify them of available program services. Once contact is established, an Advocate will assess the victim's immediate needs and then provide the appropriate services. Often, victims may need assistance in filing an application for compensation of medical and other related bills, or a referral to a therapist or another resource agency. A collaborative relationship has been established with several key agencies in the county, such as The Keller Center, Community Overcoming Relationship Abuse (CORA), Rape Trauma Services, Child Protective Services, the Salvation Army and St. Vincent de Paul. The Victim Center works cooperatively with these agencies to provide valuable and effective services to victims of crime.

All felony gang cases are vertically prosecuted by the gang unit with the exception of homicides, which remain with the Homicide Team. Currently there are two full time gang deputies and an assigned gang inspector who equally contribute to the high conviction rate on gang cases. The Gang Deputies' caseload includes a wide range of crimes including attempted murder with the discharge of a firearm, assault with a deadly weapon, witness intimidation and gang-related graffiti. There continues to be an increasing number of younger gang members committing more serious crimes and receiving substantial sentences. A new trend is developing in the rise of new and violent gangs within the county. Another new and equally disturbing trend is the number of out-of-county gang members from Santa Clara and San Francisco entering San Mateo County to commit violent crimes.

This year, the focus of elder abuse prosecution continues to be on detecting and prosecuting crimes committed against elder and dependent adults in long-term care facilities. In FY 2008-09, a system of direct reporting between the Ombudsman's Office and the District Attorney's Office was being created. At present, the Ombudsman's Office reports all suspected, rather than *known*, abuse directly to the Office instead of just to local law enforcement agencies. This permits the dedicated elder abuse deputy to be involved in cases at a much earlier stage and can result in corrective-intervention rather than resource-heavy prosecutions. The new system also allows the dedicated elder abuse deputy to be involved earlier in the investigation of elder and dependent adult crimes that will be prosecuted, thereby increasing the potential for more efficient and successful trial outcomes. In FY 2009-10, the

Office is working cooperatively to refine the system to create a more consistent referral process and provide earlier notice of problematic situations in long-term care facilities. Local law enforcement agencies are now working with the Office in the investigation of the cases that are brought directly to the Office by the local Ombudsmen. The Office continues to work collaboratively with the Ombudsmen's Office, local law enforcement agencies and other senior service providers to both improve the quality of life for senior citizens that are living in long-term care facilities and to successfully prosecute those who seek to exploit them.

The District Attorney's Office continues to see an increase in identity theft and high-tech crime referrals because local law enforcement agencies have become more proficient at investigating such cases and citizens are becoming more aware of the various types of fraud that can be perpetrated. As a consequence of this, and in conjunction with the advance of technology, criminals are becoming more sophisticated in the use of technology to perpetrate identity theft and fraud. Increased inter-jurisdictional cooperation in identity theft investigations is netting good results in detecting and stopping these types of crimes more comprehensively than in the past. The Rapid Enforcement Allied Computer Team (REACT) and local police agencies are working with state and federal authorities to help investigate identity theft groups that work on a statewide or nationwide basis. As a result of these partnerships, the Office was able to successfully prosecute an entire credit card fraud "ring" involving approximately 10 individuals. Further, the advance of technology in increasing the speed and transmission of data has widened the field of identity theft-based fraud to encompass numerous cases of intellectual property theft and internal fraud within several well known high-tech companies. Working with corporate security for these entities, in collaboration with REACT, has led to numerous successful prosecutions for fraud, theft, and piracy. The successes of these prosecutions have bolstered the reputation of the District Attorney's Office and REACT and created an atmosphere of openness and trust within the high-tech investigation community, allowing for more efficient investigation of cases and use of resources. Continued collaboration with these entities will work to ensure future successes in the fields of identity theft and high-tech prosecution. The District Attorney's Office has used provisions of the Penal Code to successfully implement a program to forfeit computers and high-tech equipment used in these crimes to use as a means of restitution for the victims or to be forfeited to the various law enforcement agencies for use as training materials and equipment. Numerous forfeitures have already occurred in a number of cases that resulted in a revenue allocation to cash-strapped law enforcement agencies.

The Public Administrator is a division of the District Attorney's Office and administers the estates of deceased persons with no will or without an appropriate person that is willing, or able to act as an estate administrator. Over the last two years, the Public Administrator noticed an increase in the number of decedent remains that are abandoned by family members. This could be attributed to the current economic conditions where families cannot afford to pay for the proper handling and interment of loved ones. As

a result, there were several instances when uncooperative family members refused to provide the necessary paperwork, called a Declinations to act, which is needed for the Office to acquire jurisdiction over the decedents' remains and the administration of the decedents' estate. This often resulted in a bottleneck between the agency making the referral and the Office. This year, the Office intensified its efforts in establishing cooperative relationships with stakeholders, the funeral homes, cemeteries, elder care facilities, and the Coroner's Office, to find mutually beneficial solutions to this problem. As a result of several meetings with the San Mateo Medical Center, Burlingame Long Term Care, and the Coroner's Office; the referral process for indigent cases was streamlined. Since the inception of these meetings there has been a significant reduction in the instances where decedent remains are abandoned. In addition, the Office is utilizing new locate tools, such as Skip Tracing databases; to identify, locate, and notify the next-of-kin of the death of loved ones; and to identify and locate heirs to the estates. Locating family members early in the process, provides the Office the opportunity to thoroughly educate family members on the various options available and will reduce the number of instances where a decedent's remains are abandoned due to the family's inability to meet the costs of interment and / or cremation.

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

- **Increase in Gang Prosecution Cases**—Gang violence continues to increase in severity and sophistication within the county. A formalized gang prosecution unit is in place to adequately respond to the increase in number of cases.
- **Increase in weapon seizure**—The number of weapons seized continues to increase. The gang prosecution unit has a zero tolerance for the possession or use of weapons involved in gang cases.
- **Refining the Uniform System of Review for Elder Abuse Cases**—Assembly Bill 2100 requires the Ombudsman's Office to report suspected elder abuse directly to the District Attorney's Office. In order to streamline the referral process, current forms need to be revised for the reporting, transmitting and reviewing of abuse complaints and all Ombudsman staff and long-term care facility employees must be trained in the standards for reporting and the use of the revised forms. The District Attorney's Office also intends to devise a record keeping system that will permit the tracking of multiple complaints against individual care-givers and specific facilities and will work toward making this database accessible to other agencies serving the needs of seniors.
- **Amending the Criminal Elder Abuse Statute**—For last two years the Office has worked diligently to amend Penal Code 368, to make it illegal to commit theft from a senior by means of "undue influence" and have yet to win this battle. The Office will continue to work with the California District Attorneys Association to amend the criminal statute to include this pervasive and complicated theory of theft in order to help restore assets to victimized seniors.



- **Increase in Identity Theft Referrals**—Identity theft cases tend to involve multiple victims in multiple jurisdictions. New laws allow victims to seek prosecution for all identify theft crimes in the victims county of residence, placing the burden on local law enforcement and district attorney offices to conduct investigations far outside their usual jurisdiction. This often requires interviews of witnesses, search warrants, and subpoenas to be issued across county and state lines, which raises the cost of prosecuting these crimes.
- **Increase in Identity Theft Knowledge**—With the continued advance of technology it becomes more and more essential to stay “one step ahead” of identity thieves. It is essential to create and maintain contacts within the high-tech community, such as individual companies and the investigative community, in order to discover new schemes or instruments of fraud and to formulate ways to combat them. As the advancement of technology continues to outpace the reach of judicial precedent it is also necessary to continue to push the bounds of the law with respect to the classification and acceptance of technology, within the current legal system. Additional research is needed to determine how law enforcement should deal with new technical achievements to continue to successfully prosecute these types of cases.

## Key Department Initiatives

### 1. Develop and Implement Strategic Partnerships to Enhance Organizational Effectiveness

- **Alignment to Shared Vision:**
  - Collaborative Community
- **Major Issues to be Addressed:**
  - **Evolution of Domestic Violence Law**—In FY 2008-09, the Office prosecuted over 1,000 domestic violence cases. A 2009 change in the law providing that a domestic violence victim can refuse to testify without fear of incarceration and, as a result, there has been a noted decline in the number of domestic violence convictions that result in mandated domestic violence counseling. Batterer intervention programs saw a dramatic decline in the number of domestic violence abusers who were sent for mandated counseling. Domestic violence counseling is aimed at reduction of recidivism. In the absence of counseling it is likely that many of these perpetrators will re-offend. This is likely to increase the number of incidents and severity of the attacks. It will also negatively impact the family structure when children witness the domestic violence.
  - **Funding Challenges in Acquisition of a Case Management System**—The Office’s goal for the next two years is to acquire a case management system to improve overall program performance and the ability to virtually interact with other law enforcement agencies. This will require the Office to leverage technology needs against the current economic downturn and locate additional funding sources.

### Goals:

- Acquire funding for acquisition of a suitable case management system to benefit the criminal justice community
- Implement a case scanning interface to reduce the County’s carbon footprint and reduce paper and archiving expenditures

### Objectives:

- Increase collaborative relationships with police departments that are technologically more advanced
- Increase the Office’s contribution to reducing the County’s carbon footprint
- Decrease the Office’s expenditures in paper supplies, archiving of cases, and increase case processing efficiencies

### Major Milestones

- Locate and acquire funding source: ongoing for FY 2010-11 and FY 2011-12
- Initiate the Request for Proposal process: March 2011
- First evaluation of Applicants: June 2011
- Develop recommendations: July – October 2011
- Acquire database: FY 2011-12
- Implementation of new system: FY 2011-12

### Partners:

- Community Partners
- Criminal Justice Departments
- Police Departments within San Mateo County

### FY 2010-11 Budget Impact:

The cost of hiring a consultant to develop the request for proposal process for the acquisition and implementation of a case management system that meets the needs of the department and is able to effectively integrate with the Sheriff’s Jail Management System (JMS) and the Court’s Case Management System (CCMS).

## Other Significant Department Objectives

The District Attorney’s Office will meet performance targets by doing the following:

### Provide Victim Center Services to at Least 98% of Victims in All Cases

- Continue collaborative relationships with other county departments and agencies
- Contact all victims referred by written correspondence or telephone to offer program services
- Follow-up with a second letter or telephone call to victim / legal guardian / family member when there is no response from a victim within 30 days
- Continue to provide Program presentations and / or participate in community events in order to educate other county agencies and / or the public about services provided by the Program

Prosecute 100% of Gang-Related Cases Referred to the District Attorney's Office that Meet the Standard for Filing

- Continue to work cooperatively with other law enforcement agencies and task forces to identify and prosecute gangs, including acquisition and identification of information on gang members
- Continue to seize and abate weapons unlawfully possessed by gang members

Prosecute 100% of the Elder Abuse Cases Referred to the District Attorney's Office that Meet the Standard for Filing

- Continue to work with the Ombudsman's Office to streamline the referral process to increase the reporting of abuse in long-term care facilities and provide early-participation in those cases
- Design and implement an accessible database system to document the new procedures to insure efficiency and accountability

Begin Investigation of Allegations of Theft of Public Monies Within 3 Days of Notification

- Spot-check Statements of Economic Interest for officials who file in San Mateo County

Prosecute 100% of the Identity Theft Cases Referred to the District Attorney's Office that Meet the Standard for Filing

- Participate in outreach efforts to educate the community on identity theft
- Provide investigative assistance to law enforcement, financial institutions and community organizations
- Coordinate with local law enforcement agencies to create training programs that build-up institutional knowledge and expertise in these type of specialized investigations
- Continue forfeiting equipment used in high tech and identity theft operations

Close 69% of Public Administrator Estates Within 12 Months

- Streamline the auctioning of estate assets by closer monitoring of warehouse inventory and consigning of estate assets on a case by case and as need basis
- Monitor the timely submission and filing of Estate Taxes

**Performance Measures Summary Table**

| <b>Performance Measures</b>  | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|--|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>  |                              |                              |                                |                              |                              |
| Total cases reviewed   | 23,232                       | 21,862                       | 22,580                         | 22,580                       | 22,580                       |
| Total filings  | 20,048                       | 17,067                       | 17,644                         | 17,088                       | 17,088                       |
| Number of victims contacted, including unsolved cases  | 3,840                        | 3,999                        | 4,550                          | 4,275                        | 4,275                        |
| Number of Public Administrator cases opened  | 66                           | 67                           | 63                             | 63                           | 63                           |
| Number of Public Administrator cases closed  | 55                           | 45                           | 56                             | 55                           | 55                           |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                              |                              |                                |                              |                              |
| Average number of cases reviewed by attorney   | 464                          | 437                          | 450                            | 451                          | 451                          |
| Number of victims that received services as a result of being contacted by letter or telephone | 2,143                        | 2,290                        | 3,506                          | 2,646                        | 2,646                        |
| Percent of Public Administrator cases closed within 12 months                                  | 70%                          | 65%                          | 69%                            | 68%                          | 69%                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                              |                              |                                |                              |                              |
| Percent of total filings with conviction (excludes dismissals) <sup>(1)</sup>                  | 91%                          | 92%                          | 91%                            | ---                          | ---                          |
| Number of victim compensation claims approved  | 512                          | 540                          | 582                            | 554                          | 566                          |
| Number of victims referred to a therapist or other resource agency                             | 419                          | 390                          | 410                            | 411                          | 414                          |
| Number of victims provided court services such as orientation, support, escort, or case status | 289                          | 225                          | 250                            | 251                          | 255                          |
| Average amount distributed to heirs through Estate Probate <sup>(2)</sup>                      | \$142,604                    | \$100,489                    | \$75,200                       | \$83,500                     | \$86,600                     |

<sup>(1)</sup> The annual budget submission includes a graph showing the total number of cases in which a conviction was obtained, either by a plea or verdict as well as a measure of the total number of cases filed. It must be understood that there will not be an exact correlation between cases filed and cases in which a conviction was obtained because of the time it takes to process cases, especially serious or violent cases. For example, some cases have been filed as long as three years prior to resolution of the case.

<sup>(2)</sup> The data represents the dollar amount distributed on exceptionally large estates with few heirs after intensive litigation for FY 2007-08.

## District Attorney / Public Administrator (2510B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Fines, Forfeitures and Penalties | 729,697           | 429,294           | 400,000            | 400,000                |                    | 400,000                |
| Use of Money and Property        | 94,703            | 19,118            |                    |                        |                    |                        |
| Intergovernmental Revenues       | 12,047,815        | 10,932,092        | 11,728,747         | 9,500,291              | (2,228,456)        | 9,512,187              |
| Charges for Services             | 233,151           | 190,202           | 140,500            | 162,500                | 22,000             | 150,500                |
| Miscellaneous Revenue            | 46,388            | 162,323           | 41,500             | 53,500                 | 12,000             | 53,500                 |
| <b>Total Revenue</b>             | <b>13,151,754</b> | <b>11,733,030</b> | <b>12,310,747</b>  | <b>10,116,291</b>      | <b>(2,194,456)</b> | <b>10,116,187</b>      |
| Fund Balance                     | 3,984,132         | 3,675,088         | 2,812,801          | 1,571,952              | (1,240,849)        | 481,927                |
| <b>TOTAL SOURCES</b>             | <b>17,135,886</b> | <b>15,408,118</b> | <b>15,123,548</b>  | <b>11,688,243</b>      | <b>(3,435,305)</b> | <b>10,598,114</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 18,766,192        | 20,213,463        | 21,428,975         | 23,008,530             | 1,579,555          | 23,568,384             |
| Services and Supplies            | 1,040,362         | 1,096,358         | 1,212,993          | 1,084,245              | (128,748)          | 1,083,027              |
| Other Charges                    | 1,670,646         | 1,733,968         | 1,843,836          | 1,805,436              | (38,400)           | 1,786,284              |
| Fixed Assets                     | (1,332)           |                   |                    |                        |                    | 90,000                 |
| <b>Net Appropriations</b>        | <b>21,475,868</b> | <b>23,043,790</b> | <b>24,485,804</b>  | <b>25,898,211</b>      | <b>1,412,407</b>   | <b>26,527,695</b>      |
| Contingencies / Dept Reserves    | 2,147,122         | 2,018,029         | 551,045            |                        | (551,045)          |                        |
| <b>TOTAL REQUIREMENTS</b>        | <b>23,622,990</b> | <b>25,061,819</b> | <b>25,036,849</b>  | <b>25,898,211</b>      | <b>861,362</b>     | <b>26,527,695</b>      |
| <b>NET COUNTY COST</b>           | <b>6,487,104</b>  | <b>9,653,701</b>  | <b>9,913,301</b>   | <b>14,209,968</b>      | <b>4,296,667</b>   | <b>15,929,581</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>         | 129.0             | 129.0             | 129.0              | 125.0                  | (4.0)              | 125.0                  |
| <b>Funded FTE</b>                | 124.9             | 125.2             | 125.2              | 122.7                  | (2.5)              | 122.7                  |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$3,435,305 or 22.7% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$2,228,456 in this funding source due to a reduction in Public Safety Sales Tax (Proposition 172) funding in the amount of \$1,906,915, the elimination of the Statutory Rape Vertical Prosecution grant in the amount of \$127,473 and a reduction in grant funding from the Department of Insurance, Worker's Compensation Insurance Fraud, and Auto Insurance Fraud in the amount of \$194,068.

#### Charges for Services

There is an increase of \$22,000 in this funding source due to an increase in cases being administered by the Public Administrator's Office.

#### Miscellaneous Revenue

There is an increase of \$12,000 in this funding source due to an increase in the number of victims covered by the Witness Relocation Assistance Program.

#### Fund Balance

There is a decrease of \$1,240,849 in this funding source due to updated year-end Fund Balance estimate.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$861,362 or 3.4% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,579,555 in this expenditure category due to an increase in county retirement costs; merit increases; and terminal pay increases for two long term employees; partially offset by the elimination of four vacant positions.

#### Services and Supplies

There is a decrease of \$128,748 in this expenditure category due to the Department's commitment to reduce expenditures in order to offset a portion of the projected increase in Salary and Benefits.

#### Other Charges

There is a decrease of \$38,400 in this expenditure category due to cost reductions of \$31,699 in radio, telephone and automation service charges.

#### Contingencies / Departmental Reserves

There is a decrease of \$551,045 in this expenditure category due to a projected decreased in Fund Balance. The balance in General Fund Reserves represents 0% of Net Appropriations, which is under the County 2% Reserves policy by \$517,904.

### **NET COUNTY COST**

There is a net increase of \$4,296,667 or 43.4% in this Departments General Fund allocation primarily due to increases in retirement contributions and merit and health benefit increases and a decrease in Public Safety Sales Tax (Prop 172) revenues backfilled by the General Fund.

## **FY 2011-12 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$1,090,129 or 9.3% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Fund Balance

There is a decrease of \$1,090,025 in this funding source due to costs outpacing revenues and Net County Cost (General Fund allocation).

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$629,484 or 2.4% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$559,854 in this expenditure category due to salary and benefit increases resulting from merit increases and an increase in Health Insurance costs.

Services and Supplies

There is a decrease of \$1,218 in this expenditure category due to the Department's commitment to reduce expenditures in order to offset a portion of the projected increase in Salary and Benefits.

Other Charges

There is a decrease of \$19,152 in this expenditure category due to cost reductions in telephone and automation service charges.

Fixed Assets

There is an increase of \$90,000 in this expenditure category due to a scheduled network equipment upgrade that is planned by the Information Systems Department (ISD).

Contingencies / Departmental Reserves

There is no change in Reserves. The balance in General Fund Reserves represents 0% of Net Appropriations, which is under the County 2% Reserves policy by \$530,428.

**NET COUNTY COST**

There is a net increase of \$1,719,613 or 12.1% in this Department's General Fund allocation primarily due to an increase in Salary and Benefit costs as a result of merit and health benefit increases, and decreases in Fund Balance; partially offset by various reductions in operating costs.

### **District Attorney / Public Administrator (2510B) Resource Allocation Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution           | 129.0             | 129.0             | 129.0              | 125.0                  | (4.0)             | 125.0                  |
| Funded FTE                  | 124.9             | 125.2             | 125.2              | 122.7                  | (2.5)             | 122.7                  |
| <b>Total Requirements</b>   | 23,622,990        | 25,061,819        | 25,036,849         | 25,898,211             | 861,362           | 26,527,695             |
| <b>Total Sources</b>        | 17,135,886        | 15,408,118        | 15,123,548         | 11,688,243             | (3,435,305)       | 10,598,114             |
| <b>Net County Cost</b>      | 6,487,104         | 9,653,701         | 9,913,301          | 14,209,968             | 4,296,667         | 15,929,581             |
| <b>NCC Breakdown</b>        |                   |                   |                    |                        |                   |                        |
| Federal Grants Match        |                   |                   | 110,000            | 110,000                |                   | 110,000                |
| Realignment MOE             |                   |                   | 158,857            | 158,857                |                   | 158,857                |
| Proposition 172 MOE         |                   |                   | 9,644,444          | 12,842,751             | 3,198,307         | 12,842,751             |
| Other Non-Mandated Services |                   |                   |                    | 1,098,360              | 1,098,360         | 2,817,973              |

**Discretionary Net County Cost**

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$14,209,968 or 55%, of which \$14,135,904 or 99.5% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Civil / Environmental prosecution.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reduction in Fund Balance; and a decrease in Reserves to offset Fund Balance reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (3,435,305)     | 1,756,921      | 0                   | (551,045) | 4,641,181       | 0         |

### 2. Adjustments to Meet Budget Target

In order to achieve the Department's 5% Net County Cost reduction target, four vacant positions in the Department have been eliminated. Three of these positions were assigned to support the core functions of criminal prosecution and one position was supporting the efforts of the Public Administrator's Office. The loss of these positions will result in a delay in both the criminal case processing and timely conclusion of cases as well as in the administration and closing of Public Administrator estates.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (344,514)      | 0                   | 0        | (344,514)       | (4)       |

### TOTAL FY 2011-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (3,435,305)     | 1,412,407      | 0                   | (551,045) | 4,296,667       | (4)       |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases and a reduction of Fund Balance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,090,129)     | 629,484        | 0                   | 0        | 1,719,613       | 0         |

## Private Defender Program (2800B)

### Budget Unit Locator

- County
  - Healthy Community
    - Health System
      - Contributions to the Medical Center
        - First 5 San Mateo County
          - Sheriff's Office
            - Message Switch
              - Probation Department
                - District Attorney / Public Administrator
                  - ▶ **Private Defender Program**
                    - County Support of the Courts
                      - Coroner's Office
                        - Public Safety Communications
                          - Fire Services

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

No change. In light of the current financial situation and the County's structural budget deficit, the Private Defender Program waived the contract negotiated 4% annual increase for FY 2010-11, thereby saving the County \$657,962.

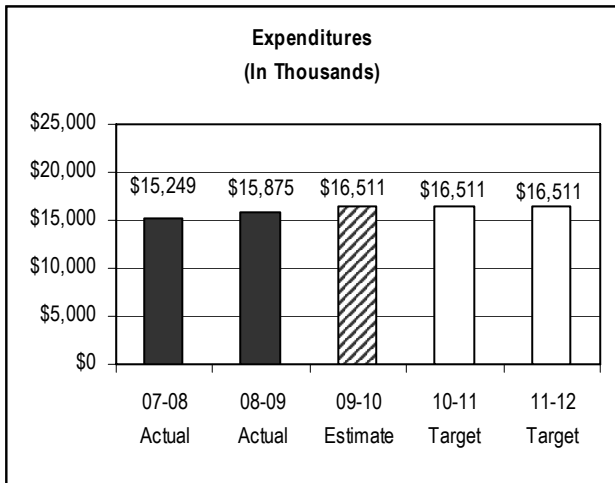
### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

No change. The current contract with the Private Defender Program will expire on June 30, 2011 and the County will work with the Private Defender Program during the fiscal year to negotiate a new five year contract.

### Budget Unit Description

The Private Defender Program provides competent legal representation in accordance with Constitutional requirements and State statutes to individuals determined to be indigent by the Court. Services are provided through a contract with the San Mateo County Bar Association, which expires in June 2011.



### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$15,560,529 or 94.0%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirement.



**Private Defender Program (2800B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>            |                   |                   |                    |                        |                   |                        |
| Use of Money and Property |                   | 58,289            |                    |                        |                   |                        |
| Charges for Services      | 644,233           | 680,699           | 575,000            | 650,000                | 75,000            | 650,000                |
| Interfund Revenue         | 405,945           | 267,297           | 375,000            | 300,000                | (75,000)          | 300,000                |
| <b>TOTAL SOURCES</b>      | <b>1,050,178</b>  | <b>1,006,285</b>  | <b>950,000</b>     | <b>950,000</b>         |                   | <b>950,000</b>         |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                        |                   |                        |
| Services and Supplies     | 15,208,067        | 15,816,390        | 16,449,046         | 16,449,046             |                   | 16,449,046             |
| Other Charges             | 40,651            | 58,642            | 61,483             | 61,483                 |                   | 61,483                 |
| <b>TOTAL REQUIREMENTS</b> | <b>15,248,718</b> | <b>15,875,032</b> | <b>16,510,529</b>  | <b>16,510,529</b>      |                   | <b>16,510,529</b>      |
| <b>NET COUNTY COST</b>    | <b>14,198,540</b> | <b>14,868,747</b> | <b>15,560,529</b>  | <b>15,560,529</b>      |                   | <b>15,560,529</b>      |

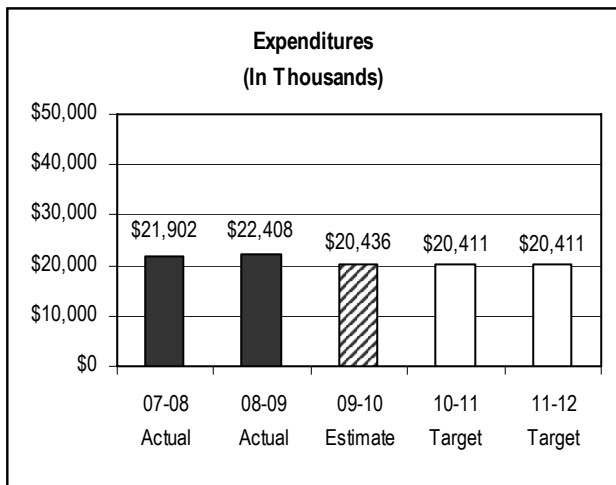
**County Support of the Courts (2700B)**

**Budget Unit Locator**

- County
  - Healthy Community
    - Health System
      - Contributions to the Medical Center
      - First 5 San Mateo County
      - Sheriff's Office
      - Message Switch
      - Probation Department
      - District Attorney / Public Administrator
      - Private Defender Program
- ▷ **County Support of the Courts**
  - Coroner's Office
  - Public Safety Communications
  - Fire Services

**Budget Unit Description**

In accordance with the provisions of the Trial Court Funding Act of 1997, all court-related County General Fund revenue and expenditures are accounted for in this budget unit. Revenues include pre-existing court-generated General Fund revenues and Fine and Forfeiture revenues that comprise the mandated Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operations, including County Facility Payments for court facilities transferred to the State in FY 2008-09, Fine and Forfeiture State remittances, as well as court-related costs not within the definition of "court operations." A Memorandum of Agreement (MOA) between the Courts and the County specifies services to be performed by the County for the Courts.



**Discretionary Net County Cost**

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$10,740,131 or 50.5%. Of this amount, 0% is discretionary.

**FY 2010-11 Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: Fine and Forfeiture revenues and charges for services have been reduced due to a change in the disbursement of funds relating to the small claims advisory, administrative assessments, and sale to or possession of tobacco products by a minor as well the transfer of court facilities from the County to the State in FY 2008-09. Decreases are partially offset by an increase in Document Recording Fees that accrue to this budget unit pursuant to the Trial Court Funding Act due to a slight increase in the housing market activity.

|                     |          |
|---------------------|----------|
| Revenue/Sources     | (25,000) |
| Appropriations      | (25,000) |
| Intrafund Transfers | 0        |
| Reserves            | 0        |
| Net County Cost     | 0        |
| Positions           | 0        |

**FY 2011-12 Funding Adjustments**

No change.

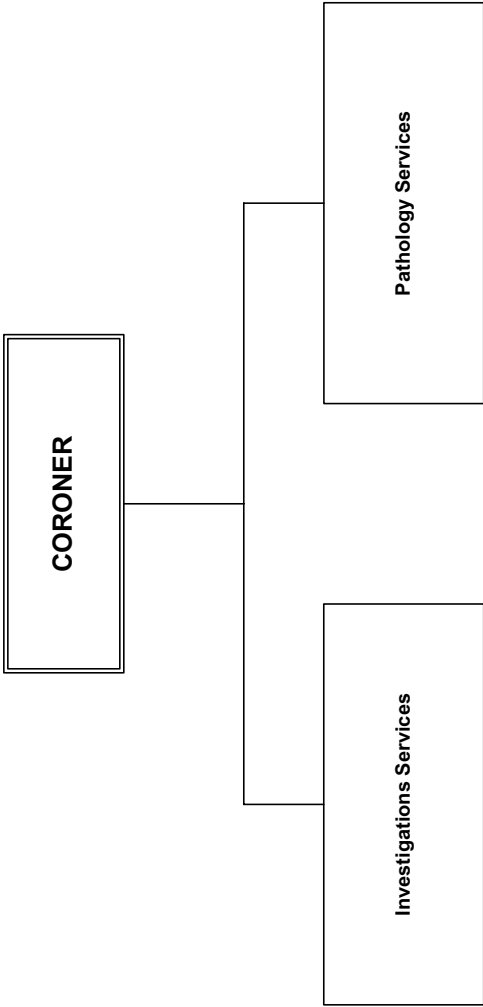
**County Support of the Courts (2700B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 6,682,615         | 7,010,364         | 6,914,664          | 6,843,119              | (71,545)          | 6,843,119              |
| Charges for Services             | 2,027,454         | 2,144,014         | 1,981,518          | 2,028,063              | 46,545            | 2,028,063              |
| Miscellaneous Revenue            | 678,105           | 851,547           | 800,000            | 800,000                |                   | 800,000                |
| Other Financing Sources          | 483,520           | 768,592           |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>             | <b>9,871,694</b>  | <b>10,774,517</b> | <b>9,696,182</b>   | <b>9,671,182</b>       | <b>(25,000)</b>   | <b>9,671,182</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 403,730           | 411,148           | 430,000            | 460,000                | 30,000            | 460,000                |
| Services and Supplies            | 883,006           | 780,147           | 1,087,000          | 1,082,000              | (5,000)           | 1,082,000              |
| Other Charges                    | 20,615,248        | 21,216,970        | 18,919,313         | 18,869,313             | (50,000)          | 18,869,313             |
| <b>TOTAL REQUIREMENTS</b>        | <b>21,901,983</b> | <b>22,408,266</b> | <b>20,436,313</b>  | <b>20,411,313</b>      | <b>(25,000)</b>   | <b>20,411,313</b>      |
| <b>NET COUNTY COST</b>           | <b>12,030,289</b> | <b>11,633,748</b> | <b>10,740,131</b>  | <b>10,740,131</b>      |                   | <b>10,740,131</b>      |

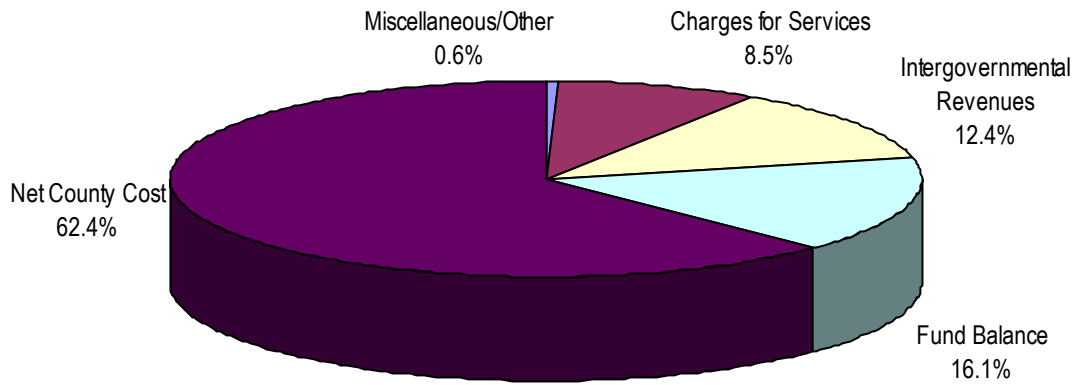
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**CORONER'S OFFICE**

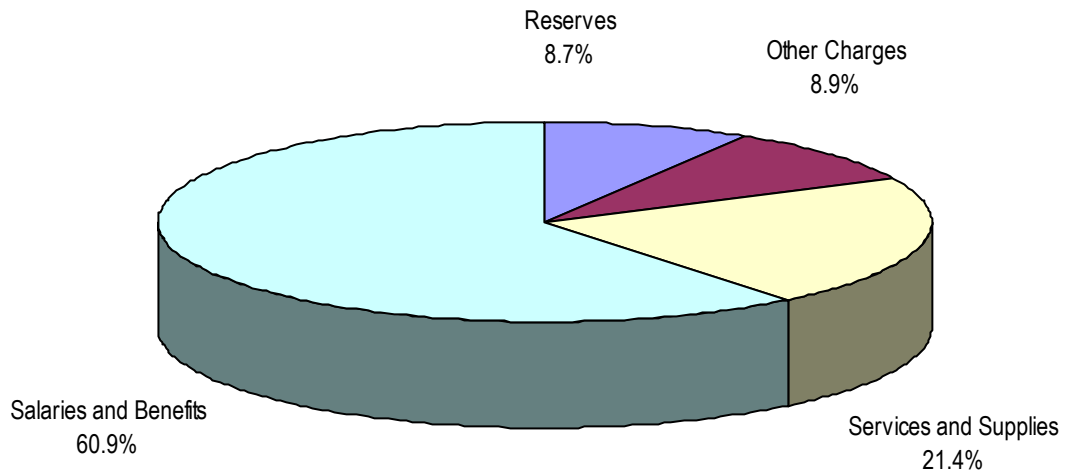


# Coroner's Office

## FY 2010-11 Recommended Sources



## FY 2010-11 Recommended Requirements



**Department Locator**

County

- Healthy Community
- Health System
- Contributions to the Medical Center
- First 5 San Mateo County
- Sheriff's Office
- Message Switch
- Probation Department
- District Attorney / Public Administrator
- Private Defender Program
- County Support of the Courts



**Coroner's Office**

- Public Safety Communications
- Fire Services

cause of death of decedents under the Coroner's jurisdiction. Provide high quality service in a courteous manner balancing the needs of those we serve with the Coroner's legal requirements.

**Contributions to Shared Vision 2025  
(Fiscal Years 2005 – 2009)**

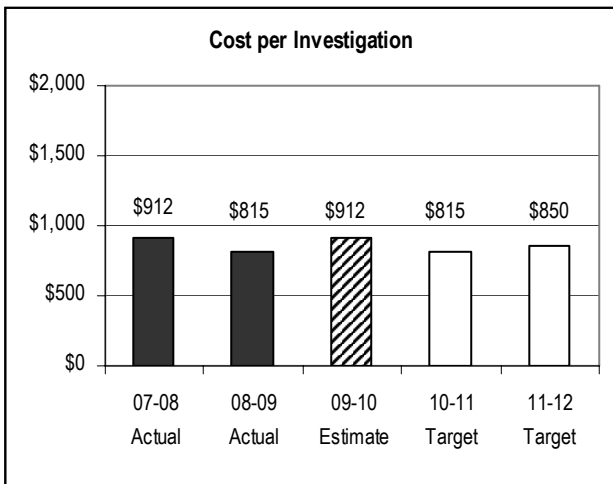
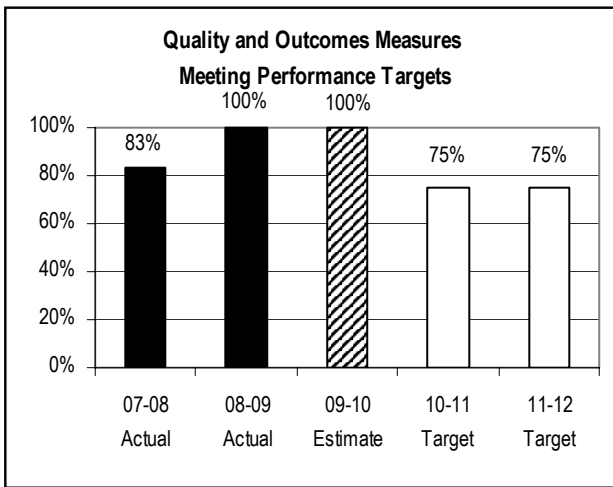
**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

- **Community Outreach and Public Education**  
Updating the disaster preparedness plans, in case of a major disaster or emergency affecting San Mateo County, continues to be a goal for the Coroner's Office. The Office continues to be proactive in educating the public with the most current information by attending a variety of community meetings. The Office also provides information on the Coroner's Office website to better inform the public of available resources during times of grief and need. The Coroner continues to work collaboratively with law enforcement, medical, fire personnel and other first responders by providing information on the role and responsibility of the Coroner's Office in order to better serve the public in an efficient and timely manner.

- **Cold Case Identification**  
The Coroner's Office will continue to focus on identifying decedents in cold cases. This is an on going effort with the California Department of Justice Missing and Unidentified Persons Unit. Currently, the unit is processing several Deoxyribonucleic Acid (DNA) samples as mandated by state law. These investigative processes will possibly help clear cases that remain unsolved. The Coroner's Office has recently updated and resubmitted John and Jane Doe cases to the Department of Justice. The Office was able to submit specimens for DNA extraction on 10 cases dating back to 1983. Since 2000 the department has positively identified 3 cases using methods outside the DNA Laboratory.

- **Developed Program aimed at Youths in conjunction with the Juvenile Courts**  
The Coroner's Office researched several programs, around the Country, which would allow judges to sentence youths who engage in reckless or violent behavior, to a mandatory class that would expose youth to the potential results of their actions. The Office modeled the program after a similar program in Clark County, Nevada. The Office then met with judges from the Juvenile Court and representatives from the Probation Department to explain and seek approval for the program.

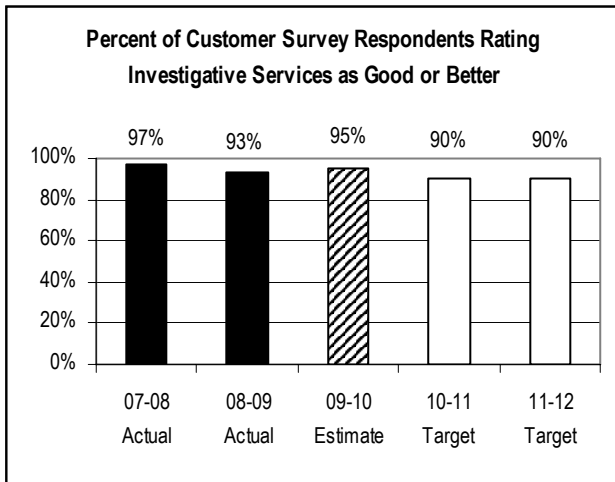
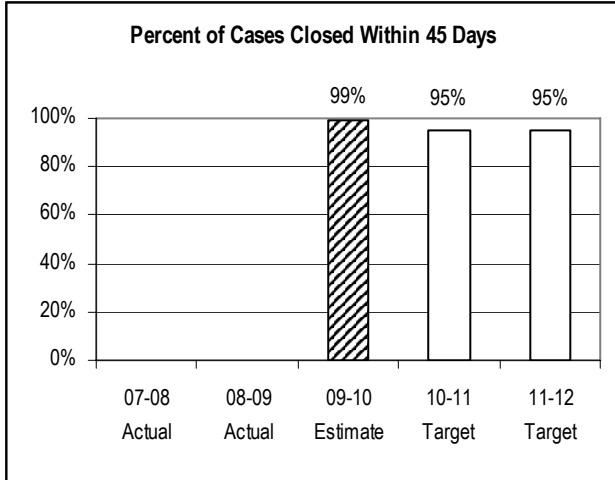
**Department Measures**



**Department Mission Statement**

To serve the residents of San Mateo County by providing prompt independent investigations to determine the mode, manner and

**Headline Measures**



**Services and Accomplishments**

The Coroner's Office primarily contributes to the Shared Vision of a Healthy Community by 2025 by responding to calls for service; investigating and determining the circumstances, manner, mode, and cause of all violent, sudden or unusual deaths. Deputy Coroners conduct thorough independent investigations into a death with the cooperation of law enforcement agencies, medical personnel, the funeral industry, and families. The decedents' families are provided with important information, which includes: why autopsies are performed; what steps to take when making funeral arrangements; how to recover personal property; how to obtain copies of records; and other available resources. The Pathology Team determines cause of death by performing forensic examinations for all deaths that are within the full jurisdiction of the Coroner's Office. The forensic specialists are physicians certified by the American Board of Forensic Pathology

The following are major accomplishments in the current year:

- Secured a vehicle capable of towing heavy-weight disaster preparedness trailers

- Purchased a temporary mobile morgue vehicle
- Created a brochure for the Save-A-Life Program explaining the procedures and rules for applicants
- Streamlined the County Cremation procedures to realize a 5% reduction in county costs
- Implemented cost savings by restructuring schedules in both the Investigative and Pathology Divisions
- Implemented Save-A-Life Program for at risk youths
- Made all Coroner reports more accessible to family, advocacy groups, and medical care providers by reducing the cost of reports
- Submitted over 50 back-logged bones, partial skeletons, and John / Jane Doe's to the Department of Justice for DNA profiling

**Story Behind Performance**

The Coroner's Office has met the performance standards of closing a case, within 45 days, 99% of the time in FY 2009-10, by improving procedures in the investigation process. The Office accomplished this by tasking the investigating Deputy Coroners to offer insight into the manner of death, which has resulted in streamlining the process and time required to reach a conclusion. Timeliness in assisting families through this difficult process remains a priority. The Office has communication-based policies in place that allow remains to be released within 24 to 36 hours from the time of the initial call for service. Expediting investigations enables law enforcement agencies to proceed quickly and efficiently. This was accomplished by improving the response times of Deputy Coroners and the body removal service to the scene. The addition of a new and revised case management system has provided reliability and options for data analysis by incorporating current standards and the latest reporting techniques. Most of these policies were implemented as a direct result of the comments the Office received from the "We Care" surveys.

The reliability and timeliness of body removal services has been an ongoing challenge over the past several years. Contract body removal providers have been unable to meet the 30-minute response time. The new contract will adjust the response time to 45 minutes. The Coroner believes this is a more realistic estimate due to the County's unique geographical make up.

**Major Issues to be Addressed**

- Remodel the morgue and pathologists' offices with updated equipment
- Meet budget reductions while maintaining a high level of service to the community during a period of growing case load
- Explore grant opportunities from federal, state and local resources to fully stock the mobile morgue and continue to acquire disaster preparedness supplies
- Coordinate coverage for Deputy Coroner's while attending mandated Peace Officers Standards and Training (POST) classes
- Implement safety procedures and policies to reduce work-place injuries



## Key Department Initiative

### 1. Promote, Publicize and Expand the Save-A-Life Program to Expose all Teens to the Perils of Reckless or Violent Behavior

#### Alignment to Shared Vision:

- Healthy Community

#### Major Issues to be Addressed:

- Begin the class on a limited basis
- Get input from stakeholders as to how to make the program more effective
- Publicize and promote the program to other law enforcement agencies through school resource officers
- Publicize and promote to High Schools

#### Goals:

- Present this class twice a month
- Contact every law enforcement agency's school resource officers to apprise them of this course
- Monitor the outcomes of this course to make it as effective as possible
- Develop statistics that can be used to measure performance
- Present information and a revised version of the class to parents and high school students

#### Objectives:

- Recruit and train staff members to present this Program
- Prevent deaths associated with reckless and violent behavior
- Offer an alternative to the courts when sentencing youth

#### Major Milestones:

In FY 2009-10

- Observed similar program in Clark County, Nevada
- Developed program documents for approval by County Council
- Met with Juvenile Court Judges and the Probation Department to explain program
- Assigned Senior Deputy Coroner to facilitate program
- Designed and printed program brochure
- Obtained a donation from a community member to partially fund start up costs for the program

By June 2010

- Train Coroner's staff to register and explain program to applicants referred by the Juvenile Court
- Secure photos, case studies and documents needed for class presentations
- Obtain approval from parents of deceased youth to be used as case studies during the class
- Develop a power point presentation and course outline
- Have presented at least 4 Save-A-Life classes

By March 2011

- Expand and offer Save-A-Life Program to high schools and parents without the necessity of a court referral

#### Partners:

- County Manager's Office
- District Attorney's Office
- Juvenile Courts
- Probation Department
- San Mateo County Schools

#### FY 2010-11 Budget Impact:

There will be no significant impact on the 2010-11 budget. The Save-a-Life Program will be self-funded with fees collected from the participants as well as donations from a community member. It is anticipated classes will be conducted twice per month with a maximum attendance of 20 participants. Fees will be collected prior to assigning a class date. The fee is set at \$50.00 and will be used to fund classroom supplies, disposable gowns and materials necessary for class instruction. On-duty personnel will be used to conduct the class therefore no overtime or Extra-Help costs are anticipated.

## Other Significant Department Objectives

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

#### Close at Least 95% of All Cases Reported to the Coroner's Office within 45 Days

- Maintain Pathology turnaround times for all cases
- Ensure improvements and updates are performed to enhance the Coroner's Case Management System

#### Monitor the Coroner's Major Disaster Preparedness Plan and Conduct Reviews of Two Major Sections of the Plan

- Continue to work on identifying funding for equipment and supplies to properly stock the disaster trailers
- Continue to research and implement additional disaster preparedness projects

#### Maintain an Overall Satisfaction Rating of at Least 90%

- Continue to respond to reported deaths within 15 minutes
- Maintain turnaround time on all full Coroner's case decedents
- Notify the families when the cause of death may be genetic, thereby affecting other family members
- Continue to provide a high level of service while keeping the needs and feelings of the survivors in mind
- Continue to be aggressive in attempts to identify all unknown deceased persons

#### Attend at Least One Meeting Each Month to Enhance Public Outreach and Education Programs

- Continue to provide brochure materials and online information about organ retention
- Attend community meetings to inform citizens about the Coroner's responsibilities and legal requirements
- Educate DUI offenders about the hazards of drinking and driving

- Outreach to at-risk youths demonstrating the potential fatal impact of irresponsible actions
- Continue to provide information to the public regarding fatalities resulting from natural disasters

Update and Expand the Coroner's Emergency Response Team and Accept At Least 15 New Volunteers

- Identify a coordinator for the volunteer services unit
- Accept applications for those wishing to participate
- Offer training and ride-a-long programs
- Establish an amateur radio unit to maintain communications in the case of a disaster

**Performance Measures Summary Table**

| <b>Performance Measures</b>  | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|--|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>  |                              |                              |                                |                              |                              |
| Number of deaths reported to the Coroner's Office  | 3,131                        | 3,189                        | 3,100                          | 3,000                        | 3,000                        |
| Number of cases receiving clinical inspections   | 133                          | 154                          | 110                            | 100                          | 100                          |
| Number of cases receiving full autopsy   | 381                          | 325                          | 430                            | 430                          | 430                          |
| Number of cases requiring an investigator on site  | 534                          | 514                          | 569                            | 525                          | 525                          |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                              |                              |                                |                              |                              |
| Average number of cases taken per deputy coroner per month <sup>(1)</sup>                    | 37                           | 38                           | 40                             | 38                           | 38                           |
| Percent of calls responded to within 15 minutes <sup>(2)</sup>                               | 96%                          | 98%                          | 99%                            | 99%                          | 99%                          |
| Percent of calls where the removal service arrives on scene within 45 minutes <sup>(3)</sup> | ---                          | ---                          | 80%                            | 80%                          | 80%                          |
| Percent of Pathology cases for which an autopsy is conducted                                 | 16%                          | 15%                          | 15%                            | 15%                          | 15%                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                              |                              |                                |                              |                              |
| Percent of cases closed within 45 days <sup>(4)</sup>  | ---                          | ---                          | 99%                            | 95%                          | 95%                          |
| Percent of survey respondents rating services good or better                                 | 97%                          | 93%                          | 95%                            | 90%                          | 90%                          |

<sup>(1)</sup> A Deputy Coroner works a 12-hour shift.

<sup>(2)</sup> The type of response data that is reported is conducted in person or through a telephone call back by the department within 15 minutes of initial request.

<sup>(3)</sup> In FY 2008-09, the response time has been increased to 45 minutes.

<sup>(4)</sup> In FY 2008-09, the time to close cases has been increased to 45 days.

**Coroner's Office (3300B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 10,917            | 10,600            | 11,200             | 11,200                 |                   | 11,200                 |
| Intergovernmental Revenues       | 507,082           | 462,428           | 490,031            | 393,713                | (96,318)          | 393,713                |
| Charges for Services             | 171,702           | 204,327           | 208,000            | 272,150                | 64,150            | 283,700                |
| Miscellaneous Revenue            | 9,999             | 31,382            | 8,500              | 8,500                  |                   | 8,500                  |
| <b>Total Revenue</b>             | <b>699,700</b>    | <b>708,737</b>    | <b>717,731</b>     | <b>685,563</b>         | <b>(32,168)</b>   | <b>697,113</b>         |
| Fund Balance                     | 169,077           | 285,590           | 511,844            | 511,844                |                   | 511,844                |
| <b>TOTAL SOURCES</b>             | <b>868,777</b>    | <b>994,327</b>    | <b>1,229,575</b>   | <b>1,197,407</b>       | <b>(32,168)</b>   | <b>1,208,957</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 1,806,073         | 1,737,740         | 1,897,903          | 1,940,639              | 42,736            | 1,967,008              |
| Services and Supplies            | 563,016           | 604,059           | 789,681            | 683,345                | (106,336)         | 683,345                |
| Other Charges                    | 239,809           | 256,638           | 287,280            | 284,102                | (3,178)           | 284,102                |
| <b>Net Appropriations</b>        | <b>2,608,898</b>  | <b>2,598,437</b>  | <b>2,974,864</b>   | <b>2,908,086</b>       | <b>(66,778)</b>   | <b>2,934,455</b>       |
| Contingencies / Dept Reserves    | 92,581            | 209,094           | 335,348            | 278,693                | (56,655)          | 263,874                |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,701,479</b>  | <b>2,807,531</b>  | <b>3,310,212</b>   | <b>3,186,779</b>       | <b>(123,433)</b>  | <b>3,198,329</b>       |
| <b>NET COUNTY COST</b>           | <b>1,832,702</b>  | <b>1,813,203</b>  | <b>2,080,637</b>   | <b>1,989,372</b>       | <b>(91,265)</b>   | <b>1,989,372</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 15.0              | 15.0              | 15.0               | 15.0                   |                   | 15.0                   |
| Funded FTE                       | 15.0              | 15.0              | 15.0               | 15.0                   |                   | 15.0                   |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$32,168 or 2.6% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a decrease of \$96,318 in this funding source due to a reduction in projected Public Safety Sales Tax (Proposition 172) funding.

#### Charges for Services

There is a net increase of \$64,150 in this funding source. This increase is primarily due to an increase in Coroner's Fees effective July 1, 2010 of \$55,650; an increase for reimbursement for burials of \$2,500 due to a greater likelihood of receiving payment from the Public Administrators Office for decedent's Coroner's Fees and / or cremation; and an increase in the amount of \$6,000 in participant fees reflecting the implementation of the Save-A-Life Program.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$123,433 or 3.7% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$42,736 in this expenditure category due to increases in retirement contributions, health benefit costs, and Workers Compensation costs in the amount of \$131,139. This increase is partially offset by a decrease in Extra Help in the amount of \$41,868, a decrease in overtime in the amount of \$8,620, and a reduction in other miscellaneous expenditures in the amount of \$37,915.

#### Services and Supplies

There is a net decrease of \$106,336 in this expenditure category. This decrease is primarily due to a reduction in safety equipment purchases in the amount of \$44,217, a reduction in laboratory services in the amount of \$30,658, and other operating expenditures in the amount of \$50,038. This decrease is partially offset by an increase in pathology costs of \$7,124 and an increase in other miscellaneous operating expenditures in the amount of \$11,453.

#### Other Charges

There is a net decrease of \$3,178 in this expenditure category. This decrease is primarily due to the elimination of the replacement costs for two assigned vehicles in the amount of \$10,021 and a decrease in other miscellaneous operating expenditures in the amount of \$14,689. This decrease is partially offset by an increase in general liability insurance due to on-going legal action in the amount of \$13,567 and an increase in other miscellaneous operating expenditures in the amount of \$7,965.

#### Contingencies / Departmental Reserves

There is a decrease of \$56,655 in this expenditure category primarily due to reduced Net County Cost target. The balance in General Fund Reserves represents 9.6% of Net Appropriations, which exceeds the County 2% Reserves policy by \$220,531.

### **NET COUNTY COST**

There is a net decrease of \$91,265, or 4.4% in this Department's General Fund allocation primarily reflecting the required 10% Net County Cost reduction, a loss of Public Safety Sales Tax (Proposition 172) funding in the amount of \$96,318, and the increases in negotiated labor costs that include retirement and medical increases.

## **FY 2011-12 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$11,550 or 1% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Charges for Services

There is a increase of \$11,550 in this funding source due to a scheduled fee increase on July 1, 2011.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$11,550 or 0.4% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a increase of \$26,369 in this expenditure category due merit and health benefit increases.

Contingencies / Departmental Reserves

There is a decrease of \$14,819 in this expenditure category primarily due to increased Salary and Benefit costs. The balance in General Fund Reserves represents 9% of Net Appropriations, which exceeds the County 2% Reserves policy by \$205,185.

**NET COUNTY COST**

There is a no change in Net County Cost. Increases occurred in salary and benefits due to negotiated benefit increases and merit increases, these increases were off set by fee increases and use of Departmental Reserves.

## Coroner's Office (3300B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 15.0              | 15.0              | 15.0               | 15.0                   |                   | 15.0                   |
| Funded FTE                | 15.0              | 15.0              | 15.0               | 15.0                   |                   | 15.0                   |
| <b>Total Requirements</b> | 2,701,479         | 2,807,531         | 3,310,212          | 3,186,779              | (123,433)         | 3,198,329              |
| <b>Total Sources</b>      | 868,777           | 994,327           | 1,229,575          | 1,197,407              | (32,168)          | 1,208,957              |
| <b>Net County Cost</b>    | 1,832,702         | 1,813,203         | 2,080,637          | 1,989,372              | (91,265)          | 1,989,372              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Proposition 172 MOE       |                   |                   | 490,031            | 393,713                | (96,318)          | 393,713                |
| Mandated Services         |                   |                   | 1,590,606          | 1,595,659              | 5,053             | 1,595,659              |

**Discretionary Net County Cost**

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,989,372 or 62.4%, of which 100% is mandatory.

**FY 2010-11 Program Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment; reductions in contract expenditures; and a reduction of Public Safety Sales Tax (Proposition 172) funding. The net increases are partially offset with anticipated revenue from fee increases and the Save-A-Life Program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (32,168)        | 124,467        | 0                   | 0        | 156,635         | 0         |

**2. Save-A-Life Program**

The Save-A-Life Program was implemented in April 2010 and initially funded by a donation received from the Sammut Family Foundation. The program is a court-ordered course for at-risk juveniles and young adults who have demonstrated a disregard for their own safety and the safety

of others by engaging in risky, reckless, or violent behavior. Currently, classes are limited to 12 participants and scheduled once per month. Ongoing operating costs for the program will be funded by revenue generated through a participant fee.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 6,000           | 6,000          | 0                   | 0        | 0               | 0         |

### 3. Operating Expenditures

To meet performance and Net County Cost targets, the Office has moved toward using presumptive testing rather than a complete toxicology test. This change will allow reports for some cases to be available sooner.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (113,451)      | 0                   | 0        | (113,451)       | 0         |

### 4. Personnel Costs

The Office was able to offset increases in retirement costs by hiring two entry level employees and reduce the use of overtime and Extra Help through the implementation of a new shift schedule. The new schedule allows for the majority of shift vacancies due to vacation, sick leave, or training, to be covered by regular line personnel.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (60,087)       | 0                   | 0        | (60,087)        | 0         |

### 5. Vehicle Fleet Reduction

The Office was able to reduce the fleet of vehicles by two. This decrease may lead to an increase in the need for replacement vehicles from the motor pool when vehicles are brought in for service.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (17,707)       | 0                   | 0        | (17,707)        | 0         |

### 6. One Time Use of Reserves

The Office is using Reserves to meet the 10% Net County Cost target reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 0              | 0                   | (56,655) | (56,655)        | 0         |

### TOTAL FY 2010-11 FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (32,168)        | (66,778)       | 0                   | (56,655) | (91,265)        | 0         |

## **FY 2011–12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

### **7. Adjustments to Provide Current Level of Services**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; reductions in contract expenditures; and reduction of Public Safety Sales Tax (Proposition 172) funding. Increases have been partially offset with anticipated revenue from fee increases and a one-time use of Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 11,550          | 26,369         | 0                   | (14,819) | 0               | 0         |

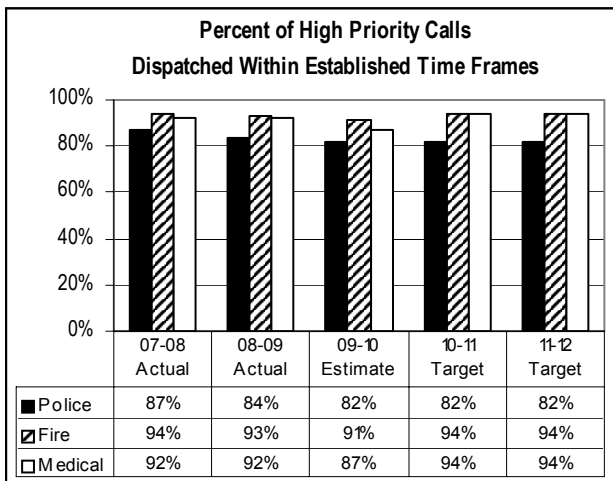
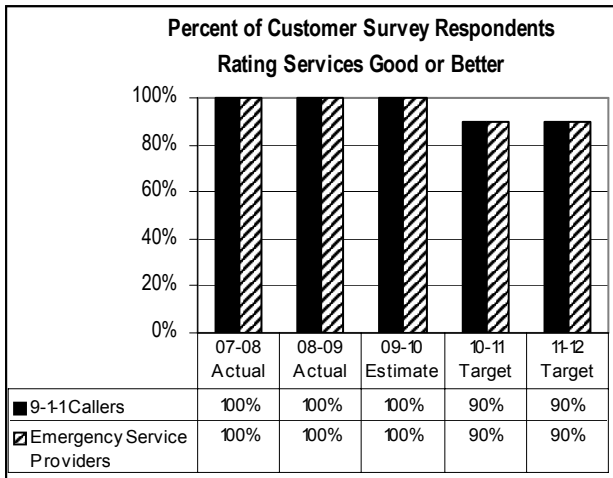


## Public Safety Communications (1240B)

### Program Locator

- County
  - Healthy Community
    - Health System
      - Contributions to Medical Center
      - First 5 San Mateo County
      - Sheriff’s Office
      - Message Switch
      - Probation Department
      - District Attorney / Public Administrator
      - Private Defender’s Program
      - County Support of the Courts
      - Coroner’s Office
- ▶ **Public Safety Communications**
  - Fire Services

### Headline Measures



### Program Outcome Statement

The Office of Public Safety Communications provides high quality law enforcement, fire and medical dispatch, and communications services to the public and public safety agencies in order to protect the health and safety of the people of San Mateo County.

### Services and Accomplishments

The Office of Public Safety Communications (PSC), a division of the County Manager’s Office, contributes to the Shared Vision 2025 Healthy Community outcome by providing communications and dispatching services for countywide fire service, six law enforcement agencies and countywide emergency medical services, along with part-time services to County departments, agencies and cities.

The following are the major accomplishments in the current year:

- Funded quality improvement software programs for Law Enforcement and Fire Operations in an effort to be the first accredited Tri-Service Dispatch Center of Excellence in California and one of the first five agencies in the United States
- Implemented sweeping changes in the 911 ambulance delivery system including a new dynamic deployment plan, operational / policy change, automated mapping technology and special operations implementation
- Automated, streamlined and updated Dispatch Operations Bulletins for all disciplines in order for Dispatch Staff to easily access policy and procedures during active operation
- Purchased software to track and audit employee performance, internal and background investigations and incident reports
- Completed specifications and cost estimates on relocating the Department to space in the 455 County Center building

### Story Behind Performance

PSC’s customer satisfaction ratings remain high at 100% and are anticipated to continue this trend. During FY 2009-10, PSC continued their inward focus on internal development while facing major challenges locally and industry wide. PSC started the fiscal year by inventorying current tasks and responsibilities of each unit in each Division and re-allocating tasks and responsibilities. This included eliminating the only Training Coordinator position in the Department and re-assigning those duties to management personnel. As a result, the Department developed a “Communication Training Instructors” assignment for Line Dispatchers who were recruited, selected and trained to present academy curricula to entry-level employees on a rotational basis. Redesign continues as we develop and implement new software for administrative personnel to better organize our ability to track, communicate and document employee activity such as internal and background investigations, post-incident reporting, and employee performance.

In order to maintain high performance and healthy morale, PSC conducted a preliminary feasibility report identifying estimated costs and cost/benefits of a possible relocation of the dispatch center.

Space formerly occupied by the Human Resources Department at 455 County Center was reviewed but found to be cost prohibitive and the building itself not well suited for a mission critical operation. PSC was able to prepare data needed for future considerations such as the countywide Capital Improvement Plan and the Sheriff's Headquarters feasibility project. PSC will continue existing facility improvements by completing a remodel of the Dispatch Center kitchen and locker room space and creating a break area for line staff.

PSC developed and staffed a Retention Committee to explore 911 Dispatch Center Retention practices. As well as developed and improved infrastructure and standardization practices to include performance evaluation processes to include development of an Employee Expectations Agreement, Performance Evaluations and Employee Development Plans and improved delivery of Continued Dispatch Education courses. PSC also formed the CAD Gap Analysis Committee consisting of representatives from Law Enforcement, Fire, Emergency Medical Services (EMS), American Medical Response (AMR), Information Services Department and PSC, as well as successfully re-negotiated long-term contracts with the countywide Fire Service Joint Powers Authority and South San Francisco Fire Department.

Customer satisfaction ratings and other performance indicators may be impacted by budget reductions, primarily through the reduction of workforce and use of overtime. PSC eliminated three vacant positions, which reduced dispatch line staff from 43 to 40 positions representing a 7% reduction in total staff; restructured the Dispatch Center Shift Schedule in order to minimize the use of overtime for breaks and unexpected vacancies; and reduced training compensation to line staff. PSC also eliminated the provision of dispatching for the countywide Gang Task Force and established two operations manager positions which will also realign the Operations Division that has allowed for a reduction in overtime use. PSC also reduced one-time costs in software / hardware purchases and will begin the task of developing recruitment strategies in case lateral recruitment becomes a possibility in order to fill vacant positions.

In FY 2008-09, PSC's telephone calls to the Center declined due to a significant decrease in non-emergency telephone calls and the transition from analog to the new digital phone system. The new phone system allows for higher reliability in statistical reporting. The total number of telephone calls processed annually is anticipated to remain flat this fiscal year. In relation to telephone workload, the ratio between 911 hardline calls vs. 911 wireless calls predictably shifted. Almost 45% of 911 calls received to the Dispatch Center are from wireless cell phones, increasing the length of time to process 911 calls. Several factors contribute to this including the time it takes to verify the caller's location due to unreliable accuracy in the wireless network.

PSC is working toward Tri-Service quality accreditation, which will improve the percent of high priority calls accurately dispatched. The purchase of the Emergency Police Dispatch protocol and the implementation of the project plan will be PSC's focus for this summer of 2010. Implementation includes but is not limited to engaging all law customer agencies in policy re-development, overhaul of computer-aided-dispatch programming, and expansion of the quality review process and design of initial and continued training for all staff. This model will be used when implementing the Emergency Fire Dispatch Protocol in FY 2011-12.

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

- Funding a remodel of the 911 Dispatch Center
- Working closely with customer agencies to implement a work plan that would determine the eventual replacement or enhancement to the existing Computer Aided Dispatch System
- Providing mandated services while managing the steady increase of calls for service with reduced number of line dispatchers
- Participating in the Countywide Facility Master Plan process

#### **Program Objectives**

Public Safety Communications will meet performance targets by doing the following:

##### Accurately Process and Dispatch 95% of High Priority Calls for Police, Fire and Medical Services

- Implement the nationally recognized quality improvement program for law enforcement communications and apply for accreditation prior to June 2011
- Work with the countywide fire service to develop the project plan for implementation of the Emergency Fire Dispatch protocol and quality improvement system
- Review quality, employee and organizational performance measures in order to comply with national and best practice standards

##### Achieve a Service Delivery Customer Satisfaction Rating of 90% or Better

- Continue efforts of the PSC Retention Committee by comparing locally developed strategies against the nationally accepted (APCO) Retention Study (Project Retains) and reviewing recommendations
- Create a 911 Recruitment Committee to develop contemporary recruitment strategies in order to hire journey-level Dispatchers
- Conduct a cost analysis for remodeling and expanding the 911 Dispatch Center
- Work with customer agencies to develop Service Level Agreements in order to meet expectations and contractual agreements

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Total number of calls received  | 671,603              | 503,625              | 503,600                | 505,000              | 510,000              |
| Total number of all calls processed annually<br>by category of:                   |                      |                      |                        |                      |                      |
| - Emergency   | 82,342               | 79,978               | 80,000                 | 80,000               | 80,000               |
| - Non-Emergency   | 562,927              | 410,472              | 400,000                | 400,000              | 400,000              |
| - Wireless (data development)   | ---                  | 13,175               | 23,600                 | 25,000               | 30,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>                                   |                      |                      |                        |                      |                      |
| Percent of customer survey respondents<br>rating overall services good or better: |                      |                      |                        |                      |                      |
| - By 911 callers  | 100%                 | 100%                 | 100%                   | 90%                  | 90%                  |
| - By emergency service providers  | 100%                 | 100%                 | 100%                   | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                                   |                      |                      |                        |                      |                      |
| Percent of high priority calls accurately<br>dispatched (data development) (1):   |                      |                      |                        |                      |                      |
| - Police  | ---                  | ---                  | 100%                   | 95%                  | 95%                  |
| - Fire  | ---                  | ---                  | 100%                   | 95%                  | 95%                  |
| - Medical   | ---                  | ---                  | 100%                   | 95%                  | 95%                  |
| Percent of high priority calls dispatched<br>within established timeframes:       |                      |                      |                        |                      |                      |
| - Police  | 87%                  | 84%                  | 82%                    | 82%                  | 82%                  |
| - Fire  | 94%                  | 93%                  | 91%                    | 94%                  | 94%                  |
| - Medical   | 92%                  | 92%                  | 87%                    | 94%                  | 94%                  |

(1) This is a new measure for FY 2009-10.

## Public Safety Communications (1240B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 58.0              | 58.0              | 56.0               | 54.0                   | (2.0)             | 54.0                   |
| Funded FTE                | 56.0              | 56.8              | 55.4               | 54.2                   | (1.2)             | 54.2                   |
| <b>Total Requirements</b> | 8,507,676         | 8,579,205         | 9,266,404          | 9,318,090              | 51,686            | 9,321,737              |
| <b>Total Sources</b>      | 6,922,824         | 6,592,683         | 7,084,943          | 6,516,808              | (568,135)         | 6,520,455              |
| <b>Net County Cost</b>    | 1,584,852         | 1,986,522         | 2,181,461          | 2,801,282              | 619,821           | 2,801,282              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| <b>A-87 Cost Plan</b>     |                   |                   | 27,803             | 8,644                  | (19,159)          | 8,644                  |
| <b>Mandated Services</b>  |                   |                   | 2,153,658          | 2,792,638              | 638,980           | 2,792,638              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,801,282 or 30.1%, of which 100% is Mandated Services with no specified maintenance of effort (MOE). The County's budget for all Public Safety services exceeds the Public Safety Sales Tax MOE by \$128 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs, and mid-year position changes that included the elimination of three vacant Communication Dispatcher positions and addition of two Communication Program Managers; elimination of one-time Fund Balance associated with the Quality Assurance Program software and the dispatch center kitchen remodel; and increases to software maintenance for Positron Telephone System and newly purchased law enforcement Quality Assurance software. Revenue adjustments include a decrease in Public Safety Sales Tax (Proposition 172), partially offset by an increase in dispatching contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (607,235)       | 233,495        | 9,143               | 0        | 849,873         | 0         |

#### 2. Supervising Communication Dispatcher Positions

As part of the County's Structural Deficit Elimination Plan, departments are tasked to reduce budget targets. In order to meet its reduced target, Public Safety Communications made position mid-year FY 2009-10. Two Communications Program Manager positions were created to permanently align Fire and Police up to the existing EMS operations level. After a successful recruitment process, these positions were filled allowing Public Safety Communications to eliminate two vacant Supervising Communication Dispatchers positions. This realignment completes the Department's reporting structure resulting in increased efficiency and responsiveness to line staff and operational needs.

Additionally, a part time Communications Dispatcher position was converted to a full time position allowing the Dispatch Center to staff 911 consoles more efficiently, continuing the Department's efforts to reduce overtime costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (230,052)      | 0                   | 0        | (230,052)       | (2)       |

### **3. 911 Network Switch and Remote Power 911-Telephone Workstation**

Public Safety Communications (PSC) will purchase a network switch replacement and remote power 911-telephone workstation, which will be fully offset by contract revenue. The current network switch is at the end of life and no longer supported by the manufacturer. This will replace the core network switch with hardware that is supported. The remote power 911- telephone workstation will provide PSC the ability to have a Dispatcher at an alternate Public Safety Answering Point and be able to answer telephone calls as if they were "virtually" in the Dispatch Center. This equipment will start PSC's efforts to obtain full emergency telephone redundancy should an emergency prevent access to the Dispatch Center.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 39,100          | 39,100         | 0                   | 0        | 0               | 0         |

### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (568,135)       | 42,543         | 9,143               | 0        | 619,821         | (2)       |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases, and elimination of one-time equipment for the network switch replacement and remote power 911-telephone workstation. Revenue adjustments include a slight increase to dispatching contract revenue, while Public Safety Sales Tax (Proposition 172) and Intrafund Transfers remain flat.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,647           | 3,647          | 0                   | 0        | 0               | 0         |

## Public Safety Communications (1240B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues    | 2,540,786         | 2,311,993         | 2,440,075          | 1,960,464              | (479,611)         | 1,960,464              |
| Charges for Services          | 3,743,090         | 3,848,313         | 3,971,824          | 4,018,969              | 47,145            | 4,022,616              |
| Interfund Revenue             | 10,071            | 7,785             | 9,466              | 10,151                 | 685               | 10,151                 |
| Miscellaneous Revenue         | 103,946           | 148,603           | 106,000            | 106,000                |                   | 106,000                |
| <b>Total Revenue</b>          | <b>6,397,894</b>  | <b>6,316,694</b>  | <b>6,527,365</b>   | <b>6,095,584</b>       | <b>(431,781)</b>  | <b>6,099,231</b>       |
| Fund Balance                  | 524,930           | 275,989           | 557,578            | 421,224                | (136,354)         | 421,224                |
| <b>TOTAL SOURCES</b>          | <b>6,922,824</b>  | <b>6,592,683</b>  | <b>7,084,943</b>   | <b>6,516,808</b>       | <b>(568,135)</b>  | <b>6,520,455</b>       |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 7,488,230         | 7,560,127         | 7,923,398          | 8,125,093              | 201,695           | 8,177,840              |
| Services and Supplies         | 485,484           | 353,090           | 692,666            | 510,593                | (182,073)         | 500,593                |
| Other Charges                 | 460,377           | 444,347           | 510,054            | 507,375                | (2,679)           | 507,375                |
| Fixed Assets                  | 5,233             | 99,993            | 13,500             | 39,100                 | 25,600            |                        |
| <b>Gross Appropriations</b>   | <b>8,439,324</b>  | <b>8,457,557</b>  | <b>9,139,618</b>   | <b>9,182,161</b>       | <b>42,543</b>     | <b>9,185,808</b>       |
| Intrafund Transfers           | (155,617)         | (154,341)         | (145,292)          | (136,149)              | 9,143             | (136,149)              |
| <b>Net Appropriations</b>     | <b>8,283,707</b>  | <b>8,303,216</b>  | <b>8,994,326</b>   | <b>9,046,012</b>       | <b>51,686</b>     | <b>9,049,659</b>       |
| Contingencies / Dept Reserves | 223,969           | 275,989           | 272,078            | 272,078                |                   | 272,078                |
| <b>TOTAL REQUIREMENTS</b>     | <b>8,507,676</b>  | <b>8,579,205</b>  | <b>9,266,404</b>   | <b>9,318,090</b>       | <b>51,686</b>     | <b>9,321,737</b>       |
| <b>NET COUNTY COST</b>        | <b>1,584,852</b>  | <b>1,986,522</b>  | <b>2,181,461</b>   | <b>2,801,282</b>       | <b>619,821</b>    | <b>2,801,282</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| Salary Resolution             | 58.0              | 58.0              | 56.0               | 54.0                   | (2.0)             | 54.0                   |
| Funded FTE                    | 56.0              | 56.8              | 55.4               | 54.2                   | (1.2)             | 54.2                   |

## Structural Fire (3550B)

### Program Locator

County  
 Healthy Community  
 Fire Services  
 ▷ **Structural Fire**  
 Fire Protection Services  
 County Service Area #1

of savings in the prior year, and once realized will be set aside in Reserves.

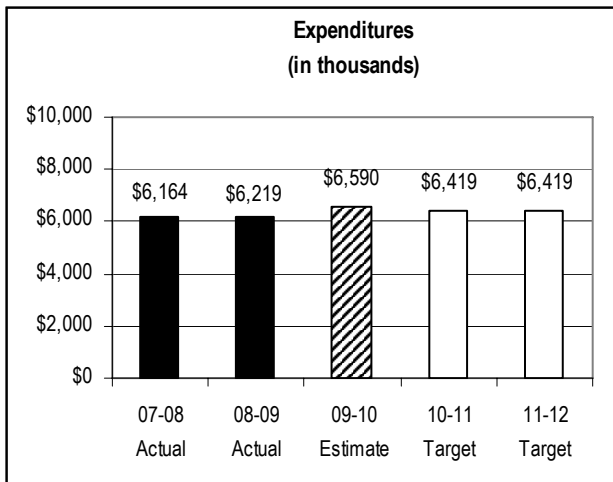
|                     |           |
|---------------------|-----------|
| Revenue/Sources     | (170,664) |
| Appropriations      | (170664)  |
| Intrafund Transfers | 0         |
| Reserves            | 0         |
| Net County Cost     | 0         |
| Positions           | 0         |

### 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.

### FY 2011-12 Funding Adjustments

No change.



### Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, plan checking fees, and miscellaneous state reimbursements.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: increase in equipment costs and a decrease in unsecured property tax revenue. It is anticipated that there will be significant Fund Balance as a result

**Structural Fire (3550B)**  
**Structural Fire Protection Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Taxes                      | 4,712,114         | 4,997,464         | 4,360,428          | 4,962,547              | 602,119           | 4,962,547              |
| Use of Money and Property  | 97,256            | 37,631            | 32,000             | 42,000                 | 10,000            | 42,000                 |
| Intergovernmental Revenues | 48,382            | 34,369            | 70,004             | 33,083                 | (36,921)          | 33,083                 |
| Charges for Services       | 360,884           | 285,502           | 290,000            | 285,000                | (5,000)           | 285,000                |
| Interfund Revenue          | 915,000           | 1,017,368         | 1,238,594          | 1,050,791              | (187,803)         | 1,050,791              |
| Miscellaneous Revenue      | 77,794            | 158,302           | 74,000             | 46,000                 | (28,000)          | 46,000                 |
| <b>Total Revenue</b>       | <b>6,211,430</b>  | <b>6,530,635</b>  | <b>6,065,026</b>   | <b>6,419,421</b>       | <b>354,395</b>    | <b>6,419,421</b>       |
| Fund Balance               | 166,507           | 213,175           | 525,059            |                        | (525,059)         |                        |
| <b>TOTAL SOURCES</b>       | <b>6,377,937</b>  | <b>6,743,810</b>  | <b>6,590,085</b>   | <b>6,419,421</b>       | <b>(170,664)</b>  | <b>6,419,421</b>       |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Services and Supplies      | 6,164,763         | 6,218,751         | 6,590,085          | 6,419,421              | (170,664)         | 6,419,421              |
| <b>Net Appropriations</b>  | <b>6,164,763</b>  | <b>6,218,751</b>  | <b>6,590,085</b>   | <b>6,419,421</b>       | <b>(170,664)</b>  | <b>6,419,421</b>       |
| Non-General Fund Reserves  | 213,175           | 525,059           |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>  | <b>6,377,938</b>  | <b>6,743,810</b>  | <b>6,590,085</b>   | <b>6,419,421</b>       | <b>(170,664)</b>  | <b>6,419,421</b>       |

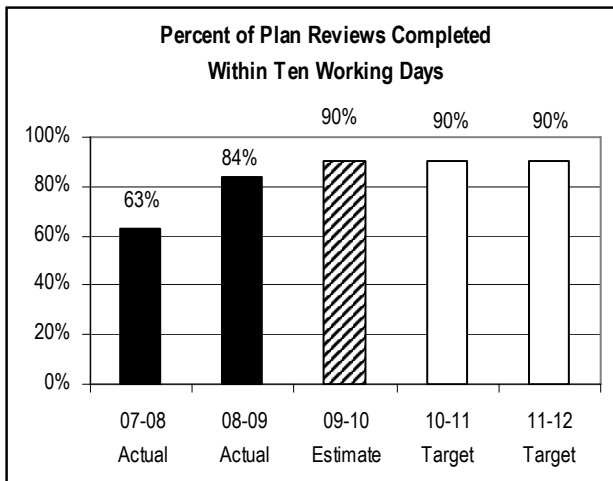
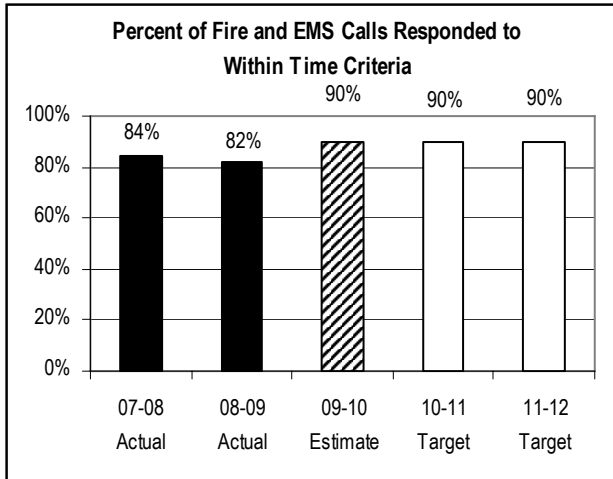


## Fire Protection Services (3580B)

### Program Locator

- County
  - Healthy Community
    - Fire Services
      - Structural Fire
        - ▷ **Fire Protection Services**
          - County Service Area #1

### Headline Measures



### Program Outcome Statement

The Fire Protection Services Program ensures the protection of life, property and the environment for residents and visitors to San Mateo County by providing full service emergency and non-emergency response, fire prevention, public education, fire safety planning, community support activities, station and equipment maintenance and training through responsible contract and fiscal management.

### Services and Accomplishments

The Fire Protection Services Program, which is staffed by CAL FIRE on a contract basis, contributes to the goals of the Shared Vision 2025 Healthy Community outcome by providing fire protection services to all residents outside city and fire district boundaries in the County. Forty-seven state personnel and approximately 40 volunteers provide emergency services from four paid and three volunteer fire stations. Firefighters respond to emergencies including fires (structural, wildland and vehicle), medical emergencies, hazardous materials incidents, vehicle accidents, rescue calls and emergencies related to natural disasters. Public fire safety education, fire protection planning and fire investigation services are also provided. Training staff, assisted by additional state-funded training personnel, provides professional fire and rescue training to all career personnel and volunteer firefighters, ensuring all state and federally-mandated training requirements are met. Staff provides quality training in advanced medical and technical rescue techniques. Currently there are Advance Life Support (ALS) paramedics at the four paid County personnel fire stations: Pescadero, Skylonda, Cordilleras and Belmont.

The following are major accomplishments in the current year:

- Assigned two state-funded Battalion Chiefs to San Mateo County at not cost to County Fire
- Continue to expand our community CPR training program, with monthly training sessions scheduled through August 10, 2010
- Performed child seat inspections with a National Highway Traffic Safety Administration-certified inspector
- Continued fuel reduction program utilizing Firesafe and Ben Lomand fire crews, and worked on fuel breaks on San Francisco PUC watershed property from Woodside to Pacifica
- Increased Fire Marshal office weed abatement inspections from 230 lots to 750 lots

### Story Behind Performance

The County Fire Department responds to fire-related and other incidents within County Fire jurisdiction and other jurisdictions utilizing mutual aid agreements. The County fire stations are located at Pescadero, Skylonda, Cordilleras and Belmont station located on and the volunteer fire stations are located at La Honda, Kings Mountain, and Loma Mar.

Emergency response workload is measured by the number of calls for assistance or by the time that is required for emergency crews to respond to the scene of an emergency. The emergency crews then provide aid or mitigate an incident that has affected a County citizen or visitor. The County Board of Supervisors has set time-based response standards of care based on the urban, rural, or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with nationwide standards, and a target of 90% has been set as an achievable goal for FY 2010-11. A response rate of 100% within the established time criteria is

difficult to achieve because of back-to-back queuing and the location of the emergency in relation to the location of the fire station, both of which can impact response times negatively.

The County Fire Department provides fire and life safety reviews of building plans submitted in the County. Reviews ensure compliance with local and state standards and that County residents are erecting structures that allow for citizen survivability in the event of an emergency. County Fire Marshals continue to review plans expeditiously while working toward meeting the target of 90% completion within 10 working days of submittal of all required documents.

County Fire, in cooperation with CALFIRE, the San Mateo FireSafe Council, La Honda Fire Brigade and others, identified several communities and worked with stakeholders to reduce flammable vegetation. These areas included Brisbane, County Service Area #1, La Honda, Skylonda, Woodside, Middleton Tract, Pescadero, Devonshire Canyon, Emerald Lake, Palomar Park, Burlingame Hills, and the San Francisco PUC watershed lands. Projects included building and property inspections, control burning, chipping, fuelbreak maintenance, vegetation removal, and community education.

CALFIRE and County Fire will conduct three vegetation management control burns for train state, county and local firefighters. The locations of the three burns are Edgewood Park, Russian Ridge, and Cloverdale. While the primary focus of the burns is the control of evasive plant species and hazardous fuel reduction, an excellent opportunity can be gained to train firefighters in wildland fire control techniques. The control burns commencement is still contingent on weather, resource availability and the possibility of fire on the day the control burn is scheduled.

For the first time, the County has created a sinking fund of \$75,000 a year that will be used to fund future vehicle replacement. CAL FIRE has identified future vehicle replacement needs, and as vehicles are retired at end-of-life, this fund will be used to purchase replacements.

Since FY 2005-06 the Structural Fire fund, the funding mechanism for Fire Protection Services has been unable to generate revenue to completely fund County Fire services. This shortfall is primarily due to the unanticipated drop in unsecured tax revenues from the San Francisco Airport and subsequent lack of growth in secured property taxes from parcels located within the fire protection district. As a result, Reserves have been nearly exhausted and General Fund support has been required to maintain the current level of service. County Fire staff continues to maintain and in many instances reduce costs as options to eliminate the structural deficit are explored.

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

- Continue to explore cost sharing opportunities with the County of San Mateo and other agencies
- To develop ongoing revenue source to provide financial stability to the Structural Fire Fund

- To obtain funding for the long-term vehicle / facility replacement plan
- To recruit and retain qualified personnel

**Program Objectives**

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

Generate Revenue to Completely Fund County Fire Services

- Continue to explore grant opportunities
- Continue to identify cost savings
- Continue to explore new revenue through the efforts of the Board's Finance and Operations Committee

Respond to at Least 90% all Fire and Emergency Medical Service (EMS) Calls Within Established Time Criteria

- Continue the upgrade of essential firefighting equipment, which will result in greater firefighter efficiency and effectiveness, thus reducing response times
- Continue to support the training program for firefighters and paramedics, ensuring that emergency responders are equipped with the essential tools to accomplish fire and EMS assignments

Ensure that 90% of Plan Reviews are Completed within Ten Working Days

- Continue to work with County staff to increase efficiency in the plan review process
- Streamline the process for customer utilization of the International Fire Code

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to provide fire department education and outreach programs at community events which currently include fire and life safety classes, seminars and presentations as requested by service organizations, elementary schools, and social groups
- Continue to distribute customer satisfaction surveys and informational brochures and to garner community feedback at all County Fire public information functions and at all career and volunteer stations
- Modify the Customer Cares Survey to increase feedback / responses

Continue to Improve Existing Facilities

- Continue to participate in the Countywide Facility Master Plan process by providing a comprehensive review of each facility, detailing and prioritizing repairs that must be completed
- Continue to meet with the Department of Public Works representatives to implement work requests

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of calls responded to:  |                      |                      |                        |                      |                      |
| - Fire-related incidents   | 185                  | 180                  | 192                    | 175                  | 175                  |
| - Other incidents  | 827                  | 877                  | 968                    | 730                  | 730                  |
| Number of plans reviewed and checked   | 364                  | 172                  | 420                    | 325                  | 325                  |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services | 84%                  | 82%                  | 90%                    | 90%                  | 90%                  |
| Percent of plan reviews completed within 10 working days of submittal of all required documents  | 63%                  | 84%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Number of fire related deaths and injuries   | 0                    | 0                    | 0                      | 0                    | 0                    |
| Percent of customer survey respondents rating Fire Protection services good or better <sup>1</sup>                                     | ---                  | ---                  | 90%                    | 90%                  | 90%                  |

1 No surveys were collected in FY 2007-08 or FY 2008-09.

**Fire Protection Services (3580B)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Total Requirements</b> | 6,165,336         | 6,218,751         | 6,590,085          | 6,419,421              | (170,664)         | 6,419,421              |
| <b>Total Sources</b>      | 6,165,336         | 6,218,751         | 6,590,085          | 6,419,421              | (170,664)         | 6,419,421              |

**Discretionary Net County Cost**

This program has no Net County Cost, however operations have been augmented by the General Fund for the past four fiscal years, including \$1,050,791 for FY 2010-11. Fire Protection Services is funded by revenue from the non-General Fund Structural Fire Protection Fund (3550B) and displayed as Interfund Revenue.

## **FY 2010-11 Program Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance; a decrease in the fire protection services contract with the California Department of Forestry and Fire Protection (CAL FIRE) due to cost-sharing with other CAL FIRE agencies and general budget reduction strategies related to personnel.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (170,664)       | (170,664)      | 0                   | 0        | 0               | 0         |

## **FY 2011-12 Program Funding Adjustments**

No change.

**Fire Protection Services (3580B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

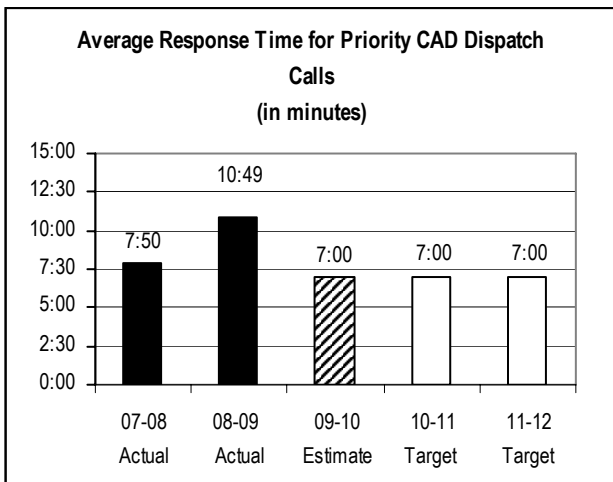
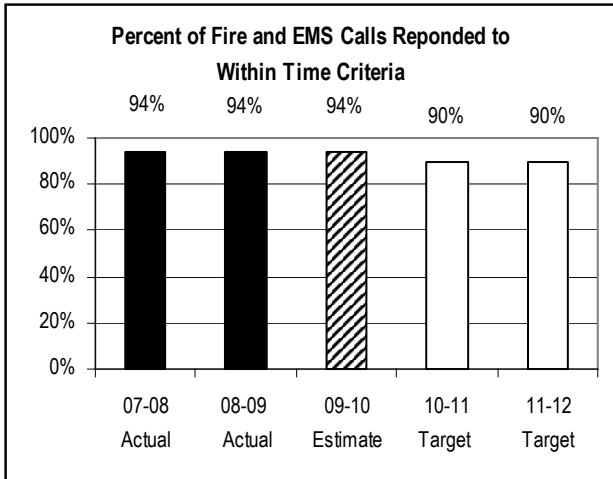
|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>            |                   |                   |                    |                        |                   |                        |
| Interfund Revenue         | 6,164,763         | 6,218,751         | 6,590,085          | 6,419,421              | (170,664)         | 6,419,421              |
| Miscellaneous Revenue     | 573               |                   |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>      | 6,165,336         | 6,218,751         | 6,590,085          | 6,419,421              | (170,664)         | 6,419,421              |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits     | 108               | 156               | 155                | 156                    | 1                 | 156                    |
| Services and Supplies     | 5,909,447         | 5,878,981         | 6,230,786          | 6,081,689              | (149,097)         | 6,081,689              |
| Other Charges             | 198,579           | 178,058           | 184,400            | 217,576                | 33,176            | 217,576                |
| Fixed Assets              | 57,202            | 161,556           | 174,744            | 120,000                | (54,744)          | 120,000                |
| <b>TOTAL REQUIREMENTS</b> | 6,165,336         | 6,218,751         | 6,590,085          | 6,419,421              | (170,664)         | 6,419,421              |

## County Service Area #1 (3560B)

### Program Locator

- County
  - Healthy Community
    - Fire Services
      - Structural Fire
      - Fire Protection Services
- ▷ **County Service Area #1**

### Headline Measures



### Program Outcome Statement

The County Service Area #1 provides contract management ensuring enhanced police and fire protection services for the residents of the unincorporated area west of the City of San Mateo and east of Highway 280 by providing Sheriff's patrol units, emergency and non-emergency response, fire prevention, public education, fire safety planning, community support activities, station and equipment maintenance and training.

### Services and Accomplishments

County Service Area #1 (CSA #1) primarily contributes to the goals of the Shared Vision 2025 Healthy Community outcome by providing enhanced police and fire protection services to the area of unincorporated San Mateo County situated west of the City of San Mateo and east of Highway 280. These services are funded through property taxes as well as a special supplemental parcel tax, which must be approved by the voters every four years. Fire protection is provided by three dedicated CAL FIRE firefighters 24-hours, seven days a week. CAL FIRE staff respond to emergencies including fires (structural, wildland and vehicle), medical emergencies, hazardous materials incidents, vehicle accidents, rescue calls and emergencies related to natural disasters, public fire safety education, fire protection planning and fire investigation services. Dedicated Sheriff's patrol coverage is provided on an 18-hour, seven day per week basis. Additionally Deputies work with the community to provide crime prevention assistance and emergency response assistance.

The following are CAL FIRE major accomplishments in the current year:

- Continued to advise residents on such topics as smoke detectors, fire extinguishers, and other home related safety items
- Continued to work with local residents to stencil curbside addresses on sidewalks, which assists with the quick identification of addresses and helps to reduce response times
- Purchased a utility and storage type trailer for the Highlands Emergency Action Team (HEAT)
- Provided Child Safety Seat inspections, and placed a second Automatic Defibrillator at the Highlands Recreation Center.
- Continued to expand our community CPR training program, with monthly sessions scheduled through August 2010 that include both CPR and First Aid training at no cost to the Highland residents.

The following are Sheriff's Office major accomplishments in the current year:

- Continued to work cooperatively with the California Highway Patrol to reduce traffic and parking issues
- Continued to support ongoing youth programs in the CSA #1 area through the Sheriff's Activities League, including sponsoring after-school sports and dance programs at the Highlands Recreation Center
- Participated in the annual CSA #1 July 3<sup>rd</sup> fireworks show and July 4<sup>th</sup> parade and carnival
- Continued to participate in homeowner association meetings
- Continued to assist school crossing guards and attend regular meetings with school officials

## Story Behind Performance

Emergency response workload is measured by the number of calls for assistance and or by the time that is required for emergency crews to respond to the scene of an emergency. The emergency crews then provide aid or mitigate an incident that has affected a County citizen or visitor. The County Board of Supervisors has set time-based response standards of care based on the urban, rural, or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with these countywide standards, and a target of at least 90% has been set as an achievable goal.

In FY 2008-09, there had been a slight increase in Sheriff's response times in CSA#1. The increase appears to have been related to the affects of countywide patrol staffing, as well as lower first quarter FY 2008-09 Friday night staffing levels. The Department has changed staffing levels accordingly, and response times have fallen.

Significant crime-related incidents in the Highlands area patrolled by the Sheriff's Office have remained fairly stable for the last four years, while countywide, major crime activities have increased since FY 2003-04. The strong presence of the Sheriff's patrol service in CSA#1 actively discourages criminal activity.

The Budget Office has identified a structural budget deficit in CSA #1. This deficit is caused by a decrease in the revenues generated by property taxes, as well as increases in the Sheriff's contract budget. The Budget office will work with the CSA #1 stakeholders and agencies to identify methods to eliminate this deficit.

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

- To continue to explore a funding source for repair and renovation of the Belmont Fire Station
- To continue to maintain an efficient level of service for the community while carefully monitoring expenditures for Fire personnel and operating costs
- To explore cost-sharing strategies with other County agencies and programs
- To continue wildland fuel reduction projects on open space lands surrounding the community
- To continue funding and other necessary assistance to fully activate the Highlands Emergency Action Team
- To continue to facilitate the provision of increased traffic enforcement services in the Highlands, through an examination with County Counsel, of the Sheriff's authority to provide expanded traffic enforcement in County Service Areas, with specific focus on County Service Areas #1 and #8
- To continue to respond to additional enforcement from the Youth Services Center Campus on Paul Scannell Drive adjacent to the Highland

## Program Objectives

The County Service Area #1 Program will meet performance targets by doing the following:

### Respond to Fire and EMS Calls within the Established Time Criteria at Least 90% of the Time

- Continue to refine response time criteria so that accurate and useful data can be attained. Research is currently being conducted on ways in which to adapt existing software capabilities to interface with incident response data provided by municipal jurisdictions

### Provide Community Residents with CPR and Automatic External Defibrillation (AED) Training

- Update Automatic External Defibrillation training devices, textbooks, and new CPR mannequins for training courses for CSA #1. Staff has been accredited through the American Safety and Health Institute

### Achieve an Average Response Time of 7.0 Minutes or Less for Priority CAD Dispatch Calls

- Continue to monitor and ensure that deputies assigned to CSA #1 remain on proactive patrol in the Highlands. In addition, monitor and ensure deputies working on surrounding beats are the first units dispatched to their non-emergency calls for assistance or low-priority dispatched calls rather than assigning CSA #1 deputies, thus reducing driving time to CSA #1 calls

### Respond to Law Enforcement Service Priorities Identified by Service Area Residents and Leaders in Community Forums

- Participate in the Youth Service Center Campus Project Committee to help ensure adequate security services will be provided, and to plan and mitigate any traffic-related impacts
- Install Mobile Data Terminals in Sheriff's patrol cars servicing the highlands, to facilitate enhanced law enforcement information and appropriate incident response
- Work cooperatively with the California Highway Patrol to identify and reduce traffic and parking issues.
- Continued to work with the homeowner associations and address their law enforcement concerns and priorities
- Expand budgetary performance reporting, in order to separate out and report law enforcement and traffic workload data

### Achieve an Overall Customer Satisfaction Rating of at least 90% for Police Services

- Continue to provide fire department education and outreach programs at community events
- Continue to distribute customer satisfaction surveys and informational brochures and to garner community feedback
- Continue to improve fire defense clearances surrounding the CSA #1 community
- Provide traffic control and participate actively in the annual Highlands July 3<sup>rd</sup> fireworks display and 4<sup>th</sup> parade and celebration
- Attend the monthly homeowners association meeting to identify concerns and help assign priorities for law enforcement and fire protection services
- Assist residents in the development and expansion of Community Emergency Response Teams (CERT's), utilizing the resources of the County Office of Emergency Services

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of calls responded to by County Fire:   |                      |                      |                        |                      |                      |
| - Fire-related incidents   | 55                   | 40                   | 38                     | 50                   | 50                   |
| - Other incidents  | 242                  | 225                  | 136                    | 200                  | 200                  |
| Number of dispatched and self-initiated crime-related calls, incidents, and investigations by Sheriff's Office                         | 1,503                | 1,516                | 1,160                  | 1,165                | 1,165                |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services | 94%                  | 94%                  | 90%                    | 90%                  | 90%                  |
| Average Response time for Sheriff's priority CAD dispatch calls (in minutes)   | 7:50                 | 10:49                | 7:00                   | 7:00                 | 7:00                 |
| Number of community meetings held with CSA #1 residents to establish service priorities  | 5                    | 8                    | 8                      | 8                    | 8                    |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Annual number of DOJ or CAD-reported significant crimes: <sup>(1)</sup>  |                      |                      |                        |                      |                      |
| - CSA #1 (CAD-reported)  | 71                   | 66                   | 90                     | 90                   | 90                   |
| - San Mateo County (DOJ statistics)  | 17,818               | 19,288               | 21,000                 | 21,000               | 21,000               |
| Percent of customer survey respondents rating Fire Protection services good or better (2)  | ---                  | ---                  | 90%                    | 90%                  | 90%                  |
| Percent of customer survey respondents rating Sheriff's services as good or better(3)  | ---                  | ---                  | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup> Significant crimes include the following offenses: criminal homicide, forcible rape, robbery, assault, burglary, larceny-theft, arson, motor vehicle theft, and domestic violence. The figure for SMCO crimes reflects actual crimes as reported to the State Department of Justice (DOJ) by law enforcement agencies. The figure for CSA #1 crimes reflects only initial reported crimes by category as called in to County 9-1-1 by citizens, prior to review and preparation of a crime report by a Sheriff's Deputy. This categorization may not reflect the final type of crime ultimately reported by the Sheriff's Office to State DOJ for a given incident.

<sup>(2)</sup> No surveys were collected in FY 2007-08 and FY 2008-09.

<sup>(3)</sup> Surveys reported in FY 2007-08 and FY 2008-09 were for all Sheriff activities; the Sheriff's Office is working to develop CSA-1 tailored surveys for future use.



## County Service Area #1 (3560B) Resource Allocation Summary

|                    | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|--------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Total Requirements | 3,002,625         | 3,225,998         | 3,300,490          | 3,409,601              | 109,111           | 3,409,601              |
| Total Sources      | 3,002,625         | 3,225,998         | 3,300,490          | 3,409,601              | 109,111           | 3,409,601              |

### Discretionary Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, miscellaneous state reimbursements, and a supplemental parcel tax within the CSA #1 area.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: an increase to the Sheriff's contract to cover increased personnel costs; miscellaneous adjustments to operating costs; and a decrease in property tax revenue based on projections.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 109,111         | 109,111        | 0                   | 0        | 0               | 0         |

### FY 2011-12 Program Funding Adjustments

No change.

**County Service Area #1 (3560B)**  
**County Service Area #1 Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Taxes                      | 1,929,646         | 2,052,557         | 1,836,365          | 2,011,610              | 175,245           | 2,011,610              |
| Use of Money and Property  | 57,576            | (30,384)          | 35,000             | 15,000                 | (20,000)          | 15,000                 |
| Intergovernmental Revenues | 13,646            | 13,407            | 12,618             | 13,500                 | 882               | 13,500                 |
| Charges for Services       | 92,183            | 92,183            | 93,000             | 93,000                 |                   | 93,000                 |
| <b>Total Revenue</b>       | <b>2,093,050</b>  | <b>2,127,764</b>  | <b>1,976,983</b>   | <b>2,133,110</b>       | <b>156,127</b>    | <b>2,133,110</b>       |
| Fund Balance               | 909,574           | 1,098,235         | 1,323,507          | 1,276,491              | (47,016)          | 1,276,491              |
| <b>TOTAL SOURCES</b>       | <b>3,002,624</b>  | <b>3,225,999</b>  | <b>3,300,490</b>   | <b>3,409,601</b>       | <b>109,111</b>    | <b>3,409,601</b>       |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Services and Supplies      | 1,864,681         | 1,860,263         | 2,178,341          | 2,287,490              | 109,149           | 2,287,490              |
| Other Charges              | 68                | 669               | 190                | 152                    | (38)              | 152                    |
| Fixed Assets               | 39,641            | 41,559            |                    |                        |                   |                        |
| <b>Net Appropriations</b>  | <b>1,904,390</b>  | <b>1,902,490</b>  | <b>2,178,531</b>   | <b>2,287,642</b>       | <b>109,111</b>    | <b>2,287,642</b>       |
| Non-General Fund Reserves  | 1,098,234         | 1,323,507         | 1,121,959          | 1,121,959              |                   | 1,121,959              |
| <b>TOTAL REQUIREMENTS</b>  | <b>3,002,624</b>  | <b>3,225,997</b>  | <b>3,300,490</b>   | <b>3,409,601</b>       | <b>109,111</b>    | <b>3,409,601</b>       |



## PROSPEROUS COMMUNITY

OUR ECONOMIC STRATEGY FOSTERS  
INNOVATION IN ALL SECTORS,  
CREATES JOBS, BUILDS COMMUNITY  
AND EDUCATIONAL OPPORTUNITIES  
FOR ALL RESIDENTS.

# COUNTY OF SAN MATEO FY 2010-11 and FY 2011-12 **RECOMMENDED BUDGET**



County Summaries

Healthy Community

Prosperous Community

Livable Community

Environmentally  
Conscious Community

Collaborative  
Community

Budget Unit and  
Program Summaries

Glossary of Budget Terms

# THE COUNTY OF SAN MATEO MISSION STATEMENT



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

We are committed to:

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



## Shared Vision 2001-2025

In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

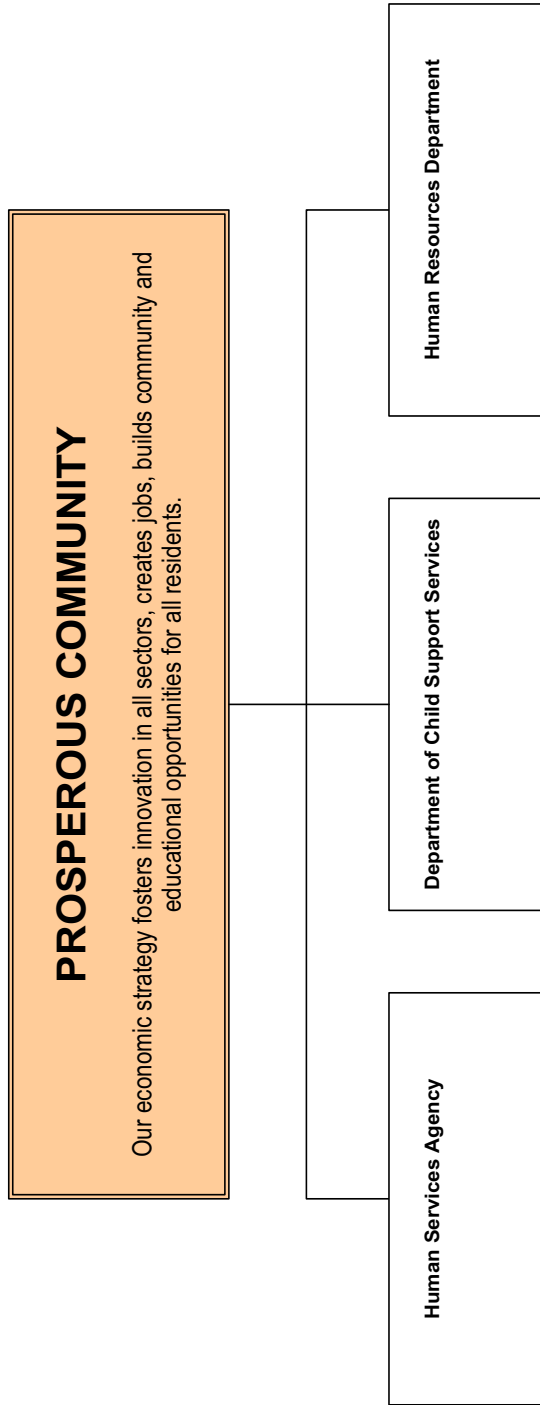
The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of SMC residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most important, Shared Vision has ensured decisions are focused on the future, not simply expedient, with sights set on measurable results that achieve the desired outcomes.

In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.



Sustainable  
San Mateo County  
Economy. Equity. Environment.



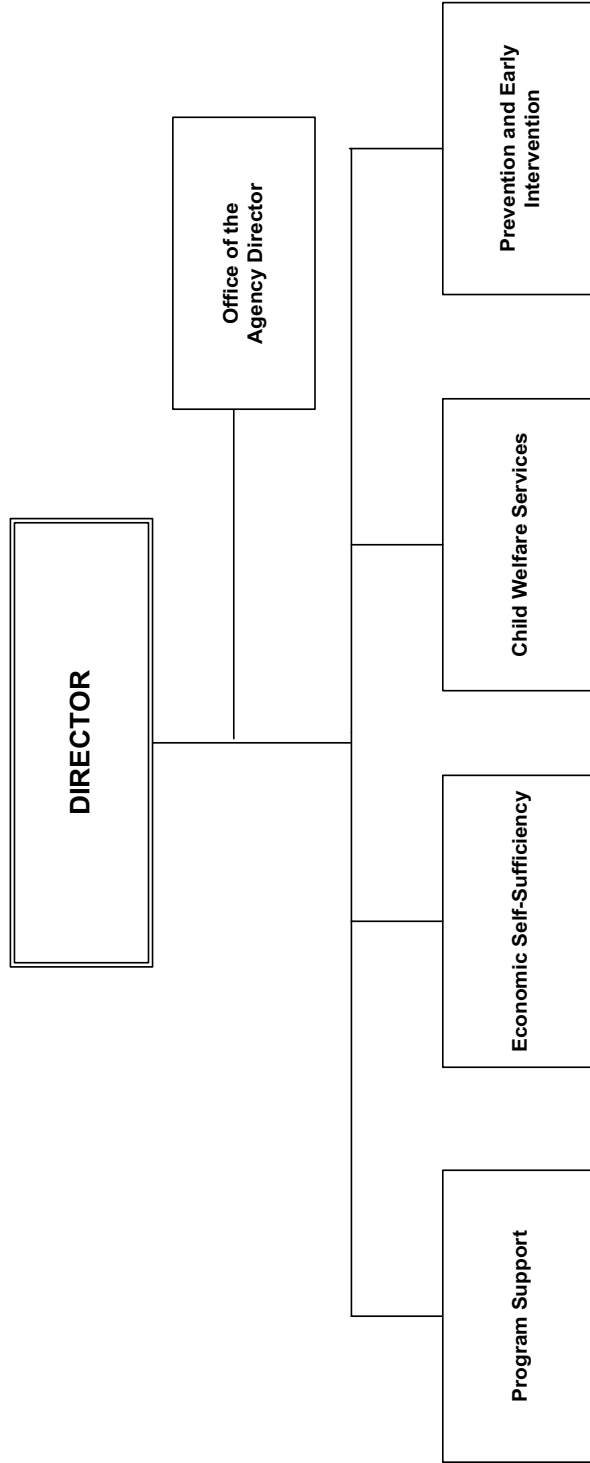
## Prosperous Community FY 2010-11 and 2011-12 All Funds Summary

| Total Requirements                   | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|--------------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>General Fund Budgets</b>          |                    |                    |                    |                        |                   |                        |
| Human Services Agency                | 168,465,531        | 173,773,960        | 192,954,307        | 212,891,478            | 19,937,171        | 190,515,682            |
| Department of Child Support Services | 11,026,033         | 11,127,765         | 11,777,859         | 11,740,551             | (37,308)          | 11,835,744             |
| Human Resources Department           | 8,212,741          | 8,737,689          | 9,407,972          | 9,461,067              | 53,095            | 9,439,821              |
| <b>Total General Fund</b>            | <b>187,704,305</b> | <b>193,639,414</b> | <b>214,140,138</b> | <b>234,093,096</b>     | <b>19,952,958</b> | <b>211,791,247</b>     |
| <b>Total Requirements</b>            | <b>187,704,305</b> | <b>193,639,414</b> | <b>214,140,138</b> | <b>234,093,096</b>     | <b>19,952,958</b> | <b>211,791,247</b>     |
| <b>Total Sources</b>                 | <b>162,685,677</b> | <b>160,925,215</b> | <b>182,368,571</b> | <b>201,310,927</b>     | <b>18,942,356</b> | <b>179,009,078</b>     |
| <b>Net County Cost</b>               | <b>25,018,628</b>  | <b>32,714,199</b>  | <b>31,771,567</b>  | <b>32,782,169</b>      | <b>1,010,602</b>  | <b>32,782,169</b>      |

### AUTHORIZED POSITIONS

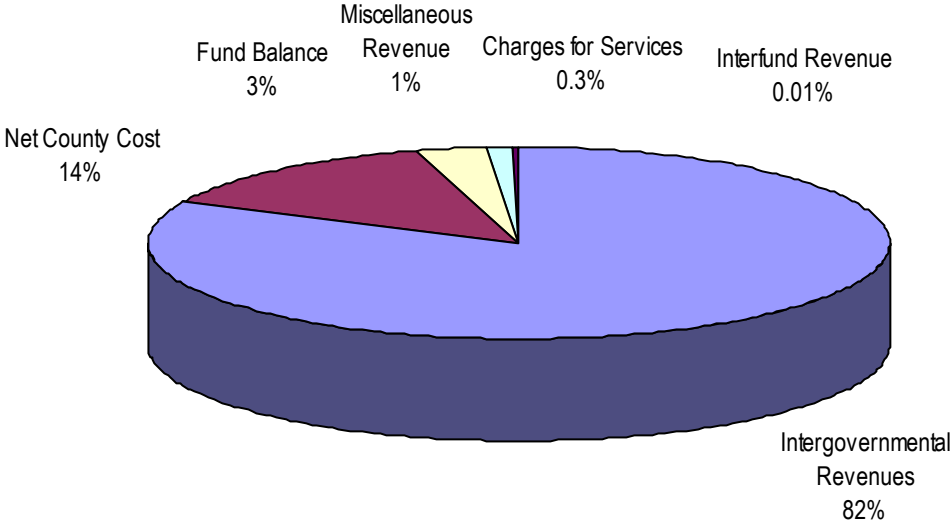
|                          |         |         |       |       |        |       |
|--------------------------|---------|---------|-------|-------|--------|-------|
| <b>Salary Resolution</b> | 1,007.0 | 1,012.0 | 933.0 | 915.0 | (18.0) | 915.0 |
| <b>Funded FTE</b>        | 995.5   | 1,004.0 | 935.8 | 902.7 | (33.1) | 902.7 |

# HUMAN SERVICES AGENCY

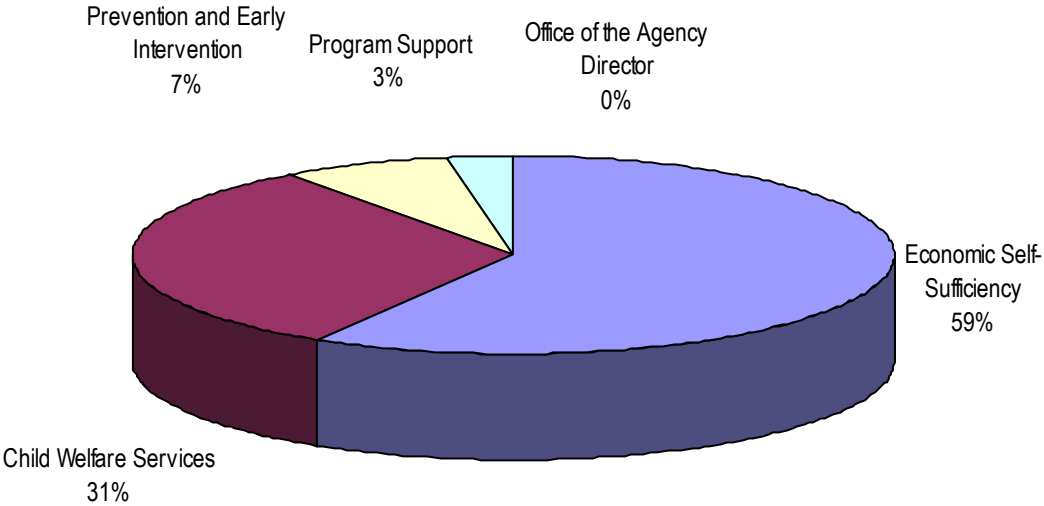


# Human Services Agency

### FY 2010-11 Recommended Sources



### FY 2010-11 Recommended Requirements

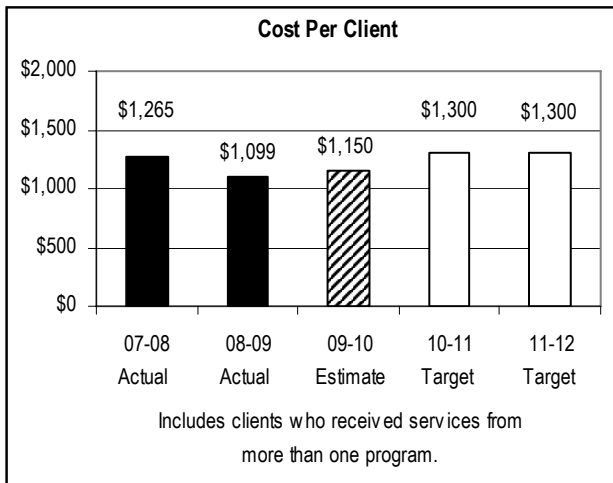
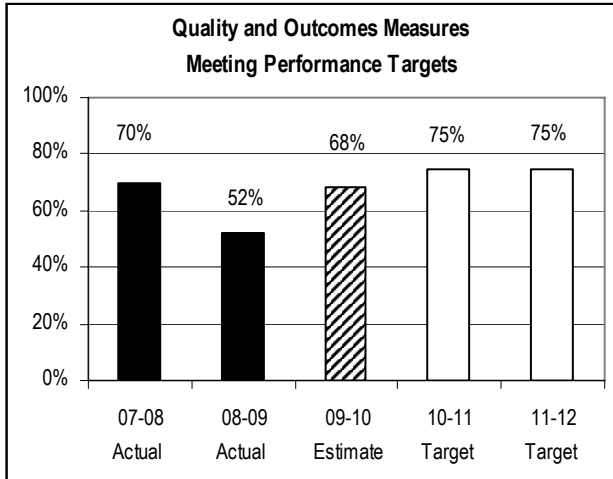




**Agency Locator**

County  
 Prosperous Community  
 ▷ **Human Services Agency**  
 Department of Child Support Services  
 Human Resources Department

**Agency Measures**



**Agency Mission Statement**

The Human Services Agency (HSA) assists individuals and families to achieve economic self-sufficiency, promotes community and family strength, and works to ensure child safety and well-being. The vision is that every child, adult, and family lives in a safe, healthy, thriving community.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

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

- PeninsulaWorks One-Stop Employment Centers**  
 Served 53,000 unique clients who went in over 419,000 times for service since FY 2005 at the four PeninsulaWorks One-Stop employment centers. In FY 2007-08, provided additional training and intensive employment services to over 470 clients, who achieved an 85% job placement rate. The rapid response team approach continues today as a PeninsulaWorks priority to help increasing numbers of laid-off workers with job search, qualifying for unemployment benefits, and creating re-employment strategies.
- CalWORKs Welfare Information Network (CalWIN)**  
 HSA implemented the new California Work Opportunity Responsibility to Kids (CalWORKs) Welfare Information Network (CalWIN) in FY 2005-06, a computer benefits issuance system intended to streamline services by replacing the 30-year old Welfare Case Data System (WCDS). San Mateo County uses CalWIN to determine recipients' initial and continuing eligibility for public assistance programs such as CalWORKs, Food Stamps, and Medi-Cal. During FY 2008-09, benefits for more than 85,000 service recipients were administered.
- Employment Services for Consumers with Barriers**  
 The San Mateo County Vocational Rehabilitation program, with the California Department of Rehabilitation, provided employment services to consumers with barriers to employment. In FY 2008-09, VRS received 103 more referrals than in the previous year, primarily for the mental health program, but increases in CalWORKs and AOD referrals as well. HSA served a total of 810 consumers and placed 134 in community jobs. On average, consumers earned \$10.21 per hour and worked over 20 hours a week.
- Day Worker Program**  
 Through the Multicultural Institute, HSA continued to operate the North Fair Oaks Day Worker Program in Redwood City, to match employers with job seekers and to not only address safety needs and concerns of day workers and neighborhood constituents, but provide seniors living on a fixed income in the community with an affordable means for maintaining their yards, painting and completing general repairs of their homes. During FY 2008-09 there were 476 workers registered and 267 obtained jobs.
- Workforce Investment Board (WIB) Training Programs**  
 The WIB received the National Association of Counties (NACO) Innovations in Human Services Award, a Recognition of Excellence Award from the Department of Labor, and a State Chancellor's Office Excellence in Partnership Award for the WIB's Biotechnology and Gateway Training programs. Those

programs include: the Bay Area Bio-Tech program that has trained over 250 clients with a placement rate of 75% and formed a regional partnership with the Alameda County WIB with a \$2 million federal award to expand the program; Gateway Training Programs that assist disadvantaged youth and adults to increase their academic skills and, through the San Mateo Community Colleges, have trained over 80 disadvantaged youth and adult clients; and in FY 2007-08, partnered with the San Mateo County Community College district to launch a new career training program to prepare young adults and adults for careers in the court system. The first class of 28 students that graduated in 2007 included nine low-income young adults and 14 clients who were receiving governmental assistance.

- **Workforce Investment Act (WIA) Grants**

The WIB partnered with the California School Age Consortium of San Francisco and Santa Clara counties to secure a grant to build new career opportunities for youth and adults in after-school jobs and to link those jobs to long term careers. The regional partnership has awarded a total of \$300,000 for three years, from 2007 to 2009. In FY 2007-08, \$300,000 in special grant funding was awarded to continue the Skills, Testing, Assessment, and Re-Employment (STAR) program. This program helps laid off workers re-enter the workforce.

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services

- **Agencywide Accreditation**

HSA earned agency-wide accreditation from the national Council on Accreditation (COA) in September 2008 to become the first public agency in California to be accredited in all eligible services. The award of accreditation demonstrates the Agency's commitment to the highest practice standards in its administration of human services to the residents of San Mateo County. It was based on an extensive self-study process and external peer review. The Agency's achievements were recognized at an all staff event in October 2008, which included a presentation by Richard Klarberg, the CEO of the Council on Accreditation and David Boesch, the County Manager. Internal annual re-accreditation reviews and continuous quality improvement processes occur to maintain compliance with best practice standards.

- **Children's Health Initiative**

HSA participated in a multi-jurisdictional partnership to create the Children's Health Initiative (CHI), which expands health insurance coverage for children throughout the county. Collaborating with CHI, an aggressive outreach campaign was conducted to enroll eligible children in Medi-Cal, Healthy Families, or Healthy Kids insurance programs. Counting all Medi-Cal children, CHI enrollments in these programs have increased dramatically over the last four years, to a current level of 43,790 as of June 30, 2009.

- **Food Stamp Program**

HSA partnered with the Second Harvest Food Bank, the African American Community Health Advisory Committee, and Core Service Agencies to decrease hunger and food insecurity through Food Stamp outreach and enrollment. The workgroup projects 50 applications per month will be taken in the community, and to date about 30% have been approved. HSA and its partners are making substantial progress to enroll more people who are eligible for the benefits. In FY 2008-09 14,381 individuals received Food Stamps.

- **Health Insurance Telecenter (HIT)**

HIT was launched to improve customer service for Medi-Cal and Food Stamp clients and meet growing Medi-Cal caseload maintenance needs. A series of redesigns have improved client access and eliminated backlogs. In 2009 an Aged, Blind and Disabled unit was established to process applications for hardest to serve clients. Technology improvements in 2009 include a new task management system that monitors timely case processing; and improvements to the telephone call system now allows immediate access to seven self service functions in five languages.

- **Childcare Payment Assistance**

Subsidized childcare provides financial assistance to eligible families to cover part or all of their childcare costs. Emphasis is placed on securing quality child care placements for children. During FY 2008-09 2,736 children received child care through child care payment assistance.

- **Family Resource Centers**

Family Resource Centers (FRC) currently operate 10 school / community based centers that are designed to meet multiple needs of students, families, and community residents. Services include counseling, case management, support and education, information and referral services, and assessment for eligible CalWORKs, Food Stamp and Medi-Cal benefits. In FY 2008-09 the Garfield Elementary Charter School in Menlo Park and Jefferson High School in Daly City closed their doors as FRC service providers due to necessary staffing and budget reductions. In FY 2008-09 the FRCs received 2,757 referrals for counseling services. Additionally, a benefits analyst was assigned to assist the community residents of Pescadero / La Honda with Medi-Cal, Food Stamps and CalWORKs program applications for services at the Puente de La Costa Sur FRC.

- **Veterans Services**

During FY 2008-09, 200 initial contacts were made by veterans. A total of \$1,212,616 was secured in one-time benefits issuance for single and retroactive benefits to Veterans through HSA Veterans staff.

- **Child Welfare Systems (CWS) Improvement**

San Mateo County utilized an inclusive process to get representation from numerous partners to develop a comprehensive System Improvement Plan for Child Welfare Services. The plan reflects data from the County Self

Assessment, Peer Quality Case Review and strategic plan focus group inputs. CWS performed literature reviews of best practices and evidenced based strategies to map out improvements within four focus areas that will be prioritized over the next three years. Child Welfare Services utilizes evidence based practices to achieve improvement goals and actively analyzes data to monitor performance and make informed policy decisions. In FY 2007-08, a best practice peer record review model was implemented to ensure ongoing objective reviews of client case records for continuous quality improvement. In FY 2008-09, HSA received national accreditation on five child welfare service standards (Child Protective Services, Adoptions, Foster Care / Kinship Care, Shelter Services, and Youth Independent Living) demonstrating the highest level of evidence based practice in child welfare service delivery. A new risk assessment tool, Structured Decision Making (SDM), was implemented in FY 2009-10 to enhance the agency's risk assessment at all stages of investigation and case planning.

- **Out of Home Care Assessments**

During FY 2008-09, HSA conducted approximately 243 assessments, placing 46% of children in out-of-home care into kinship placements; also implemented a new program to ensure that children are assessed for mental health / developmental needs within 72 hours of removal, versus the previous time frame of 30 days. The continued implementation of the Partners for Safe and Healthy Children (PSHC) program with the Health System provides assessment, treatment, and intervention services to children ages 0 to 5 and their parents who have open or voluntary child welfare cases, in order to improve the health and well-being of the county's youngest children at risk of child abuse and neglect. In November 2009, HSA promoted the need for adoptive homes, highlighting children of color, sibling groups and older children, through the Bay Area Heart Gallery recruitment event.

- **Differential Response**

In March 2005, Child Welfare Services piloted Differential Response (DR), a voluntary, evidence-based, early intervention response system to keep children safe. DR provides an earlier and more meaningful response to emerging signs of family problems, which allows child welfare agencies to mobilize resources to help families before problems escalate. Engaging families in identifying solutions to their problems can promote voluntary participation in community services and supports. Since its inception, 5,800 families have been referred for DR services. During FY 2008-09, in collaboration with community partners, HSA continued to deliver DR services countywide, resulting in prevention / early intervention and case management services offered that year to over 1,300 families.

- **Improving Outcomes for Foster and Kinship Youth**

Foster youth are supported with an array of services intended to achieve AB 636 permanence outcomes such as reunification with families, increasing placement stability, exiting foster care to permanent homes, and timely adoptions. In recent years, new

initiatives have included Fostering the Future, a collaboration with the Silicon Valley Community Foundation and community based organizations to protect the rights and improve the outcomes for kinship youth and youth in, or emancipated from foster care; and providing one-on-one employment services assistance to approximately 200 foster youth in FY 2007-08 through a collaboration between the Workforce Investment Board and Adolescent Services.

- **Housing and Stipends for Emancipated Foster Youth**

CWS provides an array of housing options, assessing and matching emancipated youth to appropriate housing situations and providing ongoing supervision by housing advocates and aftercare staff. Housing opportunities include a stipend program for independent or shared living, supported housing for youth with special needs, and structured group living arrangements for those who need guidance and oversight prior to total independence. In July 2005, the Board of Supervisors allocated \$180,000 for rent stipends for former foster youth who are going to school and working. The stipends program has provided an average subsidy of \$750 per month to 67 youth. In September 2007, CWS bought and secured a South San Francisco site to be used as a transitional facility that houses nine emancipating foster youth at risk of homelessness. The transitional housing facility opened in June 2008.

- **Foster Parents**

Support to foster parents was improved through the Foster Parents' Bill of Rights. The agency expanded the role of the Foster Parent Liaison, issued a foster parent advocate Request for Proposals (RFP), and awarded a foster parent advocacy contract. Four Strengthening Partnerships workshops were held that trained 316 participants, including 78 foster parents in addition to social workers, attorneys, and community members.

**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

- **Ten Year Plan to End Homelessness (HOPE)**

HSA continued coordinating the collaborative implementation of the County's Ten Year Plan to End Homelessness entitled Housing Our People Effectively (HOPE). HSA created the Inter-agency Council and a Lead Persons Collaborative to implement the 10 key action steps. In the third year of the plan, 946 homeless households received assistance and 38% have been successful in securing permanent housing. HSA implemented the San Mateo County Homeless Management Information System (HMIS) to enable data accessibility as a guide to decisionmaking in preventing and ending homelessness. Within the HOPE plan, HSA continues to support collaborations among private developers, non-profit organizations, cities, and other county departments to plan, construct, and expand temporary shelter, transitional, supportive, and affordable housing.

**Positive Youth Development through Employment**

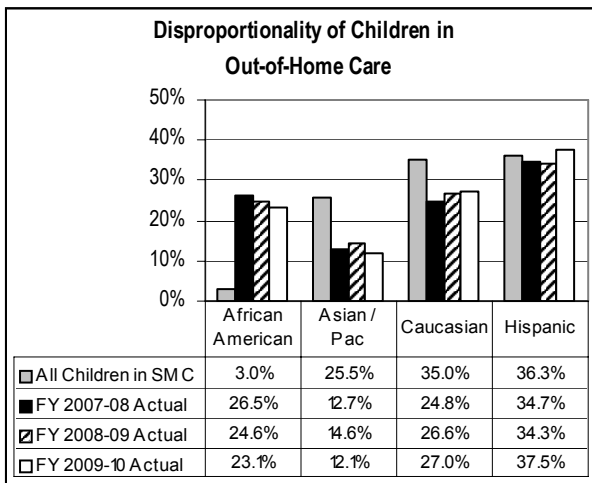
In East Palo Alto, HSA partnered with the East Palo Alto Crime Reduction Task Force. In 2005, HSA supported a successful grant application for One East Palo Alto to conduct community engagement activities to improve youth employment. In 2007, HSA supported the Summer Youth Employment Program with a \$25,000 grant to provide summer jobs for youth in East Palo Alto. The grant for summer 2008, in the amount of \$30,000, funded ten summer youth employment stipends.

**Jobs for Youth**

From 2005-2009, San Mateo Jobs for Youth served 9,600 and placed 2,200 youth ages 14 to 21 in jobs / internships in the county. Program services include job preparation, workshops, one-on-one counseling, resume assistance, and job / internship leads. During the academic year September 2007 through August 2008, the program served 3,132 youth in part time or full time employment, placing 855 or 27% in jobs / internships. Sixty two youth were hired and the remaining youth received job search and preparation skills. In the summer of 2009, over 3,329 youth received employment assistance services and 530 youth were placed. 42 of these youth were placed in employment with the County and 488 were placed other non-county employment positions. The numbers served and placed in HSA's targeted communities were: East Palo Alto: 9 youth served and 8 were placed; Pescadero / La Honda: 25 youth served and 11 were placed; and South San Francisco: 252 youth served and 31 were placed 31.

them in access to housing and other mainstream services. Twelve homeless obtained housing related services.

- HSA made advances in research and policy regarding Disproportionality reduction: formed a workgroup which implemented streamlined strategies for reducing disproportionality and improving outcomes for children of color; sponsored all staff training by experts in the field; reviewed nation-wide promising practices; and conducted outreach and education of community based agencies and stakeholders
- HSA continued to partner with the Health System and the Health Plan of San Mateo to increase Medi-Cal enrollments. As of November 2008, there were 55,366 total Medi-Cal recipients, 53% adults and 47% children, that represents a 2% increase from the prior year. Contributed to the county Health Redesign Initiative by: standardizing the Medi-Cal referral process between SMMC community health advocates and HSA Benefits Analysts to assist potentially eligible Medi-Cal patients with the application process; expanding the use of the One-e-App application system within HSA to increase enrollments in Medi-Cal, Healthy Kids, and Access and Care for Everyone, ACE; standardizing Medi-Cal Newborn referral and Tuberculosis referral processes and providing training to SMMC clinicians; and organizing orientation and "meet and greet" sessions between SMMC community health advocates and HSA Benefits Analysts to better understand their respective roles and responsibilities
- HSA increased the monthly Food Stamp caseload to 5,070 at mid-year, so that 12,925 county residents are actively using the benefit. This represents a 28% increase in the utilization. HSA expanded community partnerships to increase access points into the Food Stamp program and conducted targeted outreach to educate residents about the application process and program benefits in culturally and linguistically acceptable formats. Outreach and education focused on seniors, single individuals, immigrants, and families of under-represented ethnic backgrounds



**Major Accomplishments in FY 2009-10**

**HEALTHY COMMUNITY**

- Through its contracted provider, HSA's Homeless Outreach Teams (HOT) extended case management services to 32 at-risk homeless individuals and families. HOT works with the hardest to serve chronically homeless in the south county communities of Redwood City, Menlo Park and East Palo Alto. Through December, the HOT conducted intake for 113 clients assisting

**PROSPEROUS COMMUNITY**

- In November, HSA launched the SMC Works program to provide emergency assistance and employment related services authorized under the stimulus legislation targeting lower income families with dependent children. Over 3,000 residents were assisted in applying for gift cards for groceries and one-time benefits. The program introduces HSA's services to needy families that were previously ineligible for benefits but still earn incomes under 200% of the federal poverty level.
- In partnership with Congresswoman Jackie Speier and Supervisor Mark Church, HSA's workforce development held a Job Hunter's Boot Camp event in January 2010. The event offered attendees one on one assistance with resume and interview preparation. The event also featured presentations and panel discussions with nationally recognized employment experts and local industry leaders. Over 1,000 job seekers attended the event.

- HSA responded proactively to the record levels of youth unemployment – up to 32.8% of youth, ages 16-19 in December 2009. HSA's workforce development launched an American Recovery and Reinvestment Act (ARRA) funded summer youth employment program in 2009. The program provided summer employment for 300 youth. Disadvantaged youth were served throughout the County, including programs on the coast, programs in north, central, and south county and a new program serving foster youth. In addition an estimated 3,100 youth received employment services during FY 2009-10 in the Jobs for Youth program.

## COLLABORATIVE COMMUNITY

- HSA engaged local businesses and non-profits in creating green jobs opportunities for adults and youth. The innovative new Green Jobs Corps program will serve 150 young people, ages 16-24, to help them move into new green careers. Participants will receive environmental training, will be part of targeted green volunteer service for their communities, and engage in a wide array of green training and work experience throughout the County. For low-income unemployed adults with children, HSA designed the Green Jobs Academy with stimulus funding. This program prepared 100 graduates for careers in a range of green fields following eight weeks of intensive study, fieldwork and green job readiness training.
- HSA fostered excellent customer service through the roll out of the HSA Customer Always Receives Exceptional Service (C.A.R.E.S.) program. This new initiative fulfills the commitment made in the 5 year strategic plan, and is targeted for every staff person with the goal to ensure positive experiences for all internal and external customers. Over thirty training sessions will be completed by June 2010 covering skills to effectively communicate across the numerous cultures, values and experiences reflected in the County of San Mateo customer population.
- HSA collaborated with Project WeHOPE and the East Palo Alto Task Force on Homelessness to stage a Homeless Connect event in the southern Region in October 2009. The event linked 137 individuals and families at-risk of homelessness to a range of services – from basic necessities such as food, clothing, medical care and shelter to social services. 28 Community and Government agencies provided volunteers and staff to deliver the services. Government agencies provided volunteers and staff to deliver the services.
- HSA renewed efforts with residents of Pescadero / La Honda by improving availability of services meeting their needs. With increases in demands for social services, Puente de la Costa Sur was identified as the eighth Core service agency to provide safety net services and referrals. Workforce Development awarded a summer youth employment grant to Puente, and 25 youth were served. HSA has extended its services by outposting bilingual staff in the Coastside region so that residents can interact directly with social worker and benefits analyst staff. This same principle was employed to provide the SMC Works launch event at the Coastside location where 84 households were assessed.

- HSA advocated cultural awareness in concert with county departments through ongoing representation on the county cultural competency committee, and by creating opportunities to recognize, understand and appreciate cultural diversity both among staff as well as the communities HSA serves. Employees participated in seven events that explored cultural dimensions, traditions and backgrounds.

## Major Issues to be Addressed

- **Preparing for the Future**—HSA must be poised to envision the future and act in the human services landscape as it will emerge in the year 2012. Issues on the horizon include preparing to respond to health reform; the expansion of affordable housing; creating jobs in green, clean, and emerging industries; and taking care of each other as a community. It is also important to anticipate and prepare for the restoration of CalWORKs Welfare-to-Work funding in 2011, which may result in the need to re-establish relationships with exempted Welfare to Work clients, guiding them back into employment readiness and job placement activities
- **Serving the Community in a Time of Economic Crisis**—HSA is challenged to serve the community in creative, stable ways in the midst of an unparalleled economic environment; engaging a new and growing demographic of households that are turning to government assistance for the first time; being visible, responsive, and accessible throughout the county; assuring responsive, accessible safety net services such as rapid re-housing, shelter, food, and emergency services; and using prevention and early intervention activities and community partnerships to promote self-sufficiency and overall health and well-being of individuals, youth, families, and communities
- **Achieving Client Outcomes through Improved Program Performance**—HSA is challenged to respond to increasing demand for programs and benefits that bring sustainable self sufficiency and well-being as the economy recovers. Examples of issues to be addressed include: creating new, cost-effective models of delivering integrated human services; meeting stringent mandated federal and state standards and regulations and averting sanctions; addressing disproportionality and fairness in child welfare and economic self-sufficiency programs; improving outcomes for emancipating foster youth and permanency and stability for children in out-of-home care; increasing access to healthcare through Medi-Cal enrollment and retention; increasing food security through enrollment in Food Stamps; meeting the federal work participation rate; and providing childcare payment assistance as a key support to eligible clients
- **Fostering a Proactive, Unified Agency Culture**—HSA is changing its culture to unify around creating opportunity for clients and the community in the midst of economic challenges, and to implement business practices that are streamlined, cost effective, strength based, and client focused. HSA will effectively

instill customer service excellence through the HSA C.A.R.E.S. program by creating practical training and learning structures. Examples of issues include initiating actions to: partner with community partners and staff to advocate for regulatory flexibilities such as Title IV-E to meet client and community needs; mobilize and motivate staff in new roles that are flexible to respond to client need; change the traditional thinking about poverty; promote countywide consistency while maintaining local responsiveness; deliver linguistically and culturally responsive services; and ensure changes are aligned to mission, vision, and values

- **Assuring Organizational Capacity and Resources In An Environment of Pressing Fiscal Challenges**—HSA is committed to the highest level of public stewardship to serve the community, and to assure lean organizational capacity without compromising quality client services. A true challenge is to be able to maintain enough capacity to serve county residents. Examples of issues include: implementing a revised organizational structure appropriate to the new environment; balancing internal controls and more efficient use of resources with adequate staffing; ensuring program integrity with increasing demand for services; maintaining rigorous quality improvement and quality assurance and control programs; identifying and securing financial resources, leveraging and maximizing all revenue; recruiting and retaining qualified, culturally competent staff, especially those with bilingual skills; taking advantage of information and broadband technology to provide operational efficiencies; and expanding opportunities for appropriate transfer of knowledge in an environment of increased retirements and succession continuity challenges

## **Key Department Initiatives**

### **1. Improving Outcomes for CalWORKs, Medi-Cal, Food Stamps, and Workforce Development**

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

- Prosperous Community

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

- Promoting stable economic self-sufficiency outcomes for individuals and families who struggle to make ends meet in a worsening economy and national recession
- Making new connections with employers to place unemployed and low-income individuals in occupations with a wage and career ladder enabling self-sufficiency
- Increasing workforce opportunities by leveraging economic stimulus projects coming into the county for the remainder of legislated funding
- Responding to and serving the increasing number of individuals without health coverage resulting from large-scale job layoffs
- Increasing food stability and reducing hunger in the community

- Strengthening service delivery for clients in public assistance programs through accurate and timely processing of benefits

#### **Goals:**

- Promote greater economic self-sufficiency among residents
- Increase Food Stamp participation with continued community collaboration and outreach
- Prepare the organization to fully administer Welfare-to-Work and re-engage clients when funding is restored in September 2011
- Increase and sustain enrollments in Medi-Cal and other health insurance programs
- Participate in cultural competence initiatives tailored to strengthen public assistance client outcomes

#### **Objectives:**

- Assist 20,000 participants using PeninsulaWorks Centers
- Increase the number of Medi-Cal participants by 3% and Food Stamp participants by 15%
- Ensure Medi-Cal applications and redeterminations are appropriately processed for eligibility and assistance levels
- Increase methods of outreach to target populations representing the underserved food stamp clients
- Complete an assessment of culturally competent service delivery in public assistance programs

#### **Major Milestones:**

- Improve community knowledge about the Food Stamp program and increase access points and referrals, including new online access methods
- Leverage state and federal resources including stimulus funds and grants to meet employment and training needs of unemployed residents and job seekers
- Continue to partner with the Health System and the Health Plan of San Mateo (HPSM) to implement the Health Systems Redesign and to increase Medi-Cal enrollments and ensure access to Medi-Cal and other health insurance programs
- Report monthly on processing accuracy of public assistance applications and develop training by October 2010 to reduce processing errors for food stamps cases
- Form a workgroup to identify evidence-informed practices to strengthen culturally competent service delivery in public assistance programs

#### **Partners:**

- Board of Supervisors
- County Manager's Office
- Other county departments
- Health Plan of San Mateo
- Workforce Investment Board
- Community Colleges
- Employment, training, and workforce development providers such as Job Train

- Businesses, especially emerging green and clean energy industries
- Core Service Agencies
- Community based organizations

**FY 2010-11 Budget Impact:**

Redirection of existing resources, leveraging community and departmental partnerships, and implementation of technology initiatives will help in keeping up with the anticipated increase in demand for Economic Self-Sufficiency services within the community.

**2. Strengthening Child Safety, Permanence, and Well-Being**

**Alignment to Shared Vision:**

- Healthy Community

**Major Issues to be Addressed:**

- Decreasing the number of placement changes experienced by children in out-of-home care
- Improving the number of children who remain out of the child welfare system following reunification
- Recruiting and maintaining culturally competent and committed foster and adoptive families
- Improving support to relative and non-related guardian caregivers
- Ensuring the cultural competence of staff and community partners
- Maintaining the capacity to meet federal standards for children and family outcomes

**Goals:**

- The proportion of children of color in the child welfare system more closely reflects countywide demographics for children of color
- Increase child safety decision-making in harmful situations through use of Structured Decision Making (SDM) tool
- Maximize successful exits to permanency for older children and youth
- Increase community capacity through outreach and training, prudent service agreements, and partnerships

**Objectives:**

- Improve parental effectiveness by providing appropriate skills to strengthen relationships within cultural boundaries
- Implement promising practices from the California Disproportionality Project
- Evaluate the impact of Differential Response to target populations and identify potential areas for improvement
- Increase license foster homes by 10% using strategies from the Foster Care Recruitment strategic plan
- Create opportunities for placing emancipated foster youth in housing and training for employment
- Utilize contracted providers and county department resources to ensure comprehensive supports to relative and

non-relative guardian caregivers in order to stabilize placements

- Move children to permanency as early as possible and decrease the number of placement moves
- Ensure services are available in the clients' language, culture, and geographic area
- Ensure child welfare staff have the resources needed to provide culturally and linguistically competent case management

**Major Milestones:**

- Standardize disproportionality reporting and sharing of data with countywide agency advisory study group during the planning period
- Collaborate with Edgewood Family Center to provide greater access to training and resources for kinship families by February 2011
- Identify more candidates for foster families, mentors to birth parents, community navigators and Court Appointed Special Advocates (CASAs) through outreach to faith based communities and schools by December 2010
- Continue to conduct Team Decision Making (TDM) meetings on all potential change of placements and begin conducting TDMs at case closure to manage essential aftercare services by January 2012
- Implement a curriculum for child welfare staff around culturally competent practice by February 2013
- Maintain compliance with Council on Accreditation best practice standards during the planning period
- Evaluate and implement assessment models used in other jurisdictions to ensure successful placement matches by February 2013
- Collaborate with Housing Department to utilize available housing resources and support services during the planning period

**Partners:**

- Board of Supervisors
- County Manager's Office
- California Department of Social Services
- Other HSA programs
- Law enforcement agencies
- Other county departments
- Courts
- Community based organizations
- School districts
- Golden Gate Regional Center
- Foundations
- Casey Foundation California Disproportionality Project

**FY 2010-11 Budget Impact:**

Child Welfare Services will maintain quality core services to children and families in light of the challenges created by current

and potential budget reductions at both the State and local level. This will be achieved by continuing to use a fiscally conservative approach to care for children in the community, while providing the highest level of services possible.

### **3. Partnering to Support Community Well-Being**

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

- Healthy Community

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

- Sustaining funding for targeted communities and prioritizing activities that have the greatest impact on the most vulnerable populations
- Using prevention and early intervention activities to promote self-sufficiency and the overall health and well-being of individuals, youth, families, and communities
- Providing quality and accessible integrated services for families
- Using data and client information effectively
- Overseeing the most effective and efficient use of funding of prevention and early intervention services
- Maintaining collaborative relationships with an increasing array of community partners
- Responding to and prioritizing requests for additional funding from contract providers and community for the increased demands for shelter and safety net services

#### **Goals:**

- Support through the array of safety net providers a coordinated effort to meet the increasing demand for services
- Develop and utilize data and client information effectively
- Plan for and develop the capacity to serve eligible families requiring child care payment assistance when Welfare-to-Work program funding is restored

#### **Objectives:**

- Partner with the countywide economic urgency response initiative to maximize and leverage resources and collaboration in meeting needs for safety net services
- Evaluate current models of delivering prevention and early intervention services in the Family Resource Centers
- Maintain strong working relationships with existing community partners, other community partners and programs to provide veterans and their families with appropriate services and referrals

#### **Major Milestones:**

- Develop a continuous quality improvement effort to implement consistent data entry processes to utilize standard definitions of outcomes for Core Service Agencies and shelter providers
- Review current practices and client outcomes for the Family Resource Centers

- Identify and strengthen partnerships with the South San Francisco community
- Strengthen and maintain ongoing partnerships with targeted high-need communities
- Maintain community partnerships to support Jobs for Youth, the Children's Fund, and other related activities aimed at supporting community well-being for children and families
- Expand countywide presence of Veterans Office through outposting to Northern region

#### **Partners:**

- Board of Supervisors
- County Manager's Office
- Core Service Agencies and shelter providers
- Community partners and community based organizations
- Schools
- Other county departments
- Congregational communities
- Peninsula Library System Community Information Program
- Municipalities
- Foundations
- Thrive, an alliance of non-profit agencies of San Mateo County
- Community Colleges
- Veterans Serving Programs

#### **FY 2010-11 Budget Impact:**

Many prevention and early intervention services are provided to the most vulnerable populations who have minimal access to other resources and if these services are not provided would clearly result in additional costs to other components within the county. Even given these difficult financial times the Agency has made a commitment to preserve prevention and early intervention services.

### **4. Agency Operational Excellence**

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

- Collaborative Community

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

- Optimizing resources in an environment of fiscal constraint through a changing organizational structure designed to ensure effective service delivery
- Ensuring quality remains at the forefront of administrative operations and decision making
- Ensuring good public stewardship of county funds through performance and contract monitoring
- Using technology effectively to increase operational efficiencies

#### **Goals:**

- Strengthen organizational effectiveness in a lean operational structure
- Maintain fiscal controls and accountability in all programs



- Ensure audits and reviews are passed with minimal or no findings
- Continue to focus on quality assurance, quality control, and quality improvement in order to minimize risk to the agency
- Identify creative and collaborative methods to accomplish competing demands
- Ensure handbooks and manuals are completed and up to date to encourage knowledge transfer and staff development

**Objectives:**

- Continuously improve financial management practices by ensuring compliance with Generally Accepted Accounting Practices (GAAP) and Council on Accreditation (COA) financial management standards
- Ensure that the use of federal, state, and local funds is in compliance with regulations
- Implement privacy and risk management and prevention strategies to protect the agency from risk
- Continue to involve staff, stakeholder groups, and clients in providing feedback for continuous quality improvement system
- Develop and implement contract monitoring procedures which evaluate inputs and performance outcomes
- Finalize the effort to align information technology policies and procedures with county and industry standards

**Major Milestones:**

- Develop and implement financial management reports to allow HSA programs to make proactive, timely decisions regarding their resources
- Incorporate feedback and suggestions from the employee satisfaction survey into actions and improvements in agency operations by August 2010
- Conduct and complete seven internal program compliance reviews by December 2010
- Complete and publish manuals for financial services procedures and information technology policies by June 2011
- Continue to regularly update the Administrative Handbook, providing policies and procedures on agency operations

**Partners:**

- Board of Supervisors
- County Manager's Office
- County Counsel
- Human Resources Department
- Information Systems Department
- Council on Accreditation
- Federal and state government

**FY 2010-11 Budget Impact:**

Activities supporting this initiative are in the process of development. There are no direct funding sources involved and activities will be achieved within the current staffing structure.

## Human Services Agency (7000D) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                    |                    |                    |                        |                   |                        |
| Intergovernmental Revenues    | 132,879,551        | 129,467,338        | 153,566,483        | 174,278,871            | 20,712,388        | 154,077,170            |
| Charges for Services          | 1,073,317          | 981,311            | 1,105,000          | 637,587                | (467,413)         | 637,587                |
| Interfund Revenue             | 31,731             | 39,568             |                    | 25,000                 | 25,000            | 75,439                 |
| Miscellaneous Revenue         | 2,206,751          | 2,262,814          | 1,353,136          | 2,408,526              | 1,055,390         | 2,408,526              |
| <b>Total Revenue</b>          | <b>136,191,349</b> | <b>132,751,031</b> | <b>156,024,619</b> | <b>177,349,984</b>     | <b>21,325,365</b> | <b>157,198,722</b>     |
| Fund Balance                  | 10,965,913         | 12,083,584         | 8,840,401          | 6,461,002              | (2,379,399)       | 4,236,468              |
| <b>TOTAL SOURCES</b>          | <b>147,157,262</b> | <b>144,834,615</b> | <b>164,865,020</b> | <b>183,810,986</b>     | <b>18,945,966</b> | <b>161,435,190</b>     |
| <b>REQUIREMENTS</b>           |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits         | 78,825,254         | 81,364,698         | 87,113,439         | 90,528,956             | 3,415,517         | 89,665,004             |
| Services and Supplies         | 43,922,155         | 44,350,940         | 53,356,187         | 67,171,577             | 13,815,390        | 48,737,679             |
| Other Charges                 | 60,124,158         | 63,433,911         | 73,373,490         | 76,383,252             | 3,009,762         | 74,511,961             |
| Fixed Assets                  | 611,880            | 192,696            | 478,000            | 100,000                | (378,000)         |                        |
| Other Financing Uses          | 318,406            | 333,863            | 334,475            | 301,337                | (33,138)          | 301,337                |
| <b>Gross Appropriations</b>   | <b>183,801,853</b> | <b>189,676,109</b> | <b>214,655,591</b> | <b>234,485,122</b>     | <b>19,829,531</b> | <b>213,215,981</b>     |
| Intrafund Transfers           | (23,626,224)       | (26,097,079)       | (28,362,091)       | (26,936,767)           | 1,425,324         | (26,936,767)           |
| <b>Net Appropriations</b>     | <b>160,175,629</b> | <b>163,579,031</b> | <b>186,293,500</b> | <b>207,548,355</b>     | <b>21,254,855</b> | <b>186,279,214</b>     |
| Contingencies / Dept Reserves | 8,289,902          | 10,194,929         | 6,660,807          | 5,343,123              | (1,317,684)       | 4,236,468              |
| <b>TOTAL REQUIREMENTS</b>     | <b>168,465,531</b> | <b>173,773,960</b> | <b>192,954,307</b> | <b>212,891,478</b>     | <b>19,937,171</b> | <b>190,515,682</b>     |
| <b>NET COUNTY COST</b>        | <b>21,308,269</b>  | <b>28,939,345</b>  | <b>28,089,287</b>  | <b>29,080,492</b>      | <b>991,205</b>    | <b>29,080,492</b>      |
| <b>AUTHORIZED POSITIONS</b>   |                    |                    |                    |                        |                   |                        |
| Salary Resolution             | 852.0              | 855.0              | 785.0              | 770.0                  | (15.0)            | 770.0                  |
| Funded FTE                    | 845.7              | 850.4              | 789.7              | 761.2                  | (28.5)            | 761.2                  |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$18,945,966 or 11.5% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$20,712,388 in this funding source due to increases of \$21,314,507 in American Reinvestment and Recovery Act (ARRA)-Temporary Assistance for Needy Families (TANF)- Emergency Contingency Funds (ECF); \$1,957,646 in Workforce Investment Administration (WIA) ARRA; \$1,171,542 in Medi-Cal and CalWORKS Eligibility administration; \$1,141,500 in Aid Payments; \$300,446 in Foster Care aid payments; \$76,504 in Staff Development costs and \$75,924 in Prevention and Early Intervention funding. These increases are offset by reductions of \$668,936 in Child Welfare Services (CWS); \$34,431 in Vocational Rehabilitation Services (VRS); \$669,077 in Realignment; \$1,368,066 in CalWORKS Employment Services Administration; \$731,066 in WIA; and \$1,854,105 in Child Care Stage One.

#### Charges for Services

There is a decrease of \$467,413 in this funding source due to a decrease in WorkCenter and Food Services charges.

#### Interfund Revenue

There is an increase of \$25,000 in this funding source due to increased VRS services purchased by the San Mateo County Medical Center.

#### Miscellaneous Revenue

There is a net increase of \$1,055,390 in this funding source primarily due to increased expenditure of \$1,045,390 in Wraparound reimbursements and \$70,000 in staff reimbursements. These increases are partially offset by reductions of \$30,000 in fee for service revenues from VRS and \$30,000 in various donations.

#### Fund Balance

There is a net decrease of \$2,379,399 in this funding source primarily due to projected one-time expenditures in Fiscal Year 2009-10 of \$485,920 to restore revenue shortfalls in Vocational Rehabilitation Services; \$367,760 to restore revenue shortfall in Eligibility Determination; \$560,000 in rollover fund balance from unexpended facilities projects; \$25,000 for new Core Service Agency start up; and \$322,840 to cover ARRA TANF ECF 20% match for those clients in the 200% of poverty category. The Agency will utilize \$617,879 to cover anticipated General Assistance client increases for Fiscal Year 2010-11.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$19,937,171 or 10.3% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$3,415,517 in this expenditure category primarily due to an increase of \$5,068,605 in merit increases and retirement contribution increases. These increases are partially offset by a decrease of \$1,653,088 for the elimination of 15 positions, and add / deletions of three other positions.

#### Services and Supplies

There is a net increase of \$13,815,390 in this expenditure category primarily due to increases of \$18,120,352 for ARRA contract costs and \$470,600 in shifted operational costs in Office of the Agency Director. These increases are partially offset by a net reduction of \$1,015,399 in tenant improvement costs; \$482,020 in computers and software costs; \$394,745 in Hall of Justice Café expenditures; \$668,245 in miscellaneous services and supplies; \$100,000 in contracted data support costs; \$569,177 in Child Welfare Services program costs; \$178,881 in Child Care contracts; \$240,914 in Prevention and Early Intervention contracts; and \$1,126,181 administrative operational costs.

#### Other Charges

There is a net increase of \$3,009,762 in this expenditure category primarily due to increases of \$1,464,178 in ISD costs; \$183,998 in General Assistance payments; \$1,125,500 in Aid Payments; \$206,520 in group home costs; \$212,442 in client transportation and other costs; \$819,000 in payments for the severely emotionally disabled; \$374,200 in WIA training and \$711,768 in WIA individual investment accounts. These increases are partially offset by reductions of \$310,772 in Foster Care costs; \$1,698,076 Child Care expenditures program costs and \$78,996 in service charges.

#### Fixed Assets

There is a decrease of \$378,000 in this expenditure category due to elimination of prior one-time server equipment.

Intrafund Transfers

There is a net decrease of \$1,425,324 in this expenditure category primarily due to reductions of \$1,084,080 in Program Support charges; \$539,840 in Medical Center transfers for eligibility staffing; \$156,946 in General Assistance work requirement; and \$413,430 in Prevention and Early Intervention overhead charges from claiming change. These decreases are partially offset by increases of \$272,198 in adjusted operational costs in the Office of the Agency Director; \$255,000 in Imaging Center transfers; and \$235,000 in VRS services transfers.

Contingencies / Departmental Reserves

There is a decrease of \$1,317,684 in this expenditure category. This expenditure was used to restore FY 2009-10 programs based on revenue shortfalls. Projected year-end Fund Balance of \$6,461,002 will be used as follows: restoration of Reserves to include \$4,236,468 in Agency Reserves, \$313,335 in Agency Child Care Reserves, \$793,320 in Collaborative Reserves; \$500,000 for an emancipating youth housing project; \$221,419 to cover part of the Agency's 10% Net County Cost reduction plan; and \$396,460 to offset an anticipated General Assistance caseload increase. Based on growth projections for General Assistance, the Reserve amount may not be sufficient to offset the increases in General Assistance unless program changes are implemented. The balance in General Fund Reserves represents 2.6% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,192,156.

Net County Cost

There is a net increase of \$991,205 or 3.5% in this Agency's General Fund allocation, primarily reflecting increases of \$3,800,134 for unfunded salary and benefit adjustments, including retirement contribution increases. These increases are partially offset by a 10% target reduction of \$2,808,929 for the Human Services Agency portion of the County's Structural Deficit Reduction Plan.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$22,375,796 or 12.2% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$20,201,701 in this funding source reflecting a reduction of \$20,980,784 in ARRA funding which is anticipated to expire in 2011. These decreases are partially offset by an increase of \$779,083 from claiming higher operational costs.

Interfund Revenue

There is an increase of \$50,439 in this funding source due to increased cost of VRS Services.

Fund Balance

There is a net decrease of \$2,224,534 in this funding source due to elimination of one-time Fund Balance for the following: \$313,335 in Agency Child Care Reserves, \$793,320 in Collaborative Reserves; \$500,000 for an emancipating youth housing project; \$221,419 was used to cover part of the Agency's 10% reduction plan; and \$396,460 to offset anticipated General Assistance client increases.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$22,375,796 or 10.5% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is a decrease of \$863,952 in this expenditure category due to a reduction in ARRA staffing for time limited Stimulus program expires.

Services and Supplies

There is a net decrease of \$18,433,898 in this expenditure category due to the reduction of 17,933,898 in the time limited Federal Stimulus - ARRA - TANF ECF funding and the elimination of \$500,000 for an emancipating youth housing project.

Fixed Assets

There is a decrease of \$100,000 in this expenditure category due to elimination of prior year one-time automation related costs.

Contingencies / Departmental Reserves

There is a net decrease of \$1,106,655 in this expenditure category due to the elimination \$313,335 in Agency Child Care Reserves, and \$793,320 in Collaborative Reserves. The balance in General Fund Reserves represents 2.3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$510,884.

Net County Cost

No change.

## Office of the Agency Director (7100B)

### Program Locator

- County
  - Prosperous Community
    - Human Services Agency
      - ▷ **Office of the Agency Director**
        - Program Support
        - Economic Self-Sufficiency
        - Child Welfare Services
        - Prevention and Early Intervention

delivery of effective, efficient, quality services to individuals, families, and communities.

### Services and Accomplishments

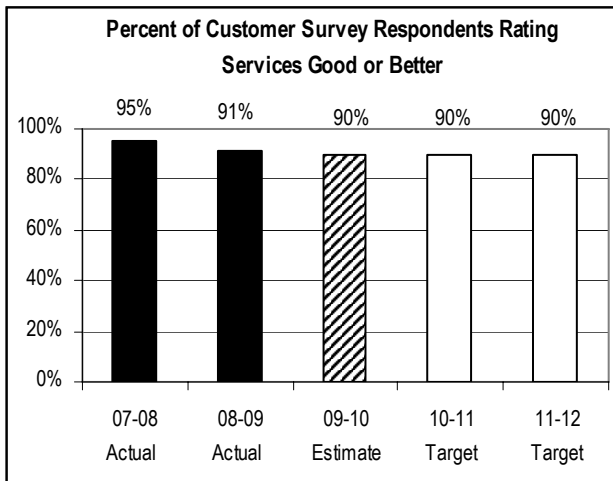
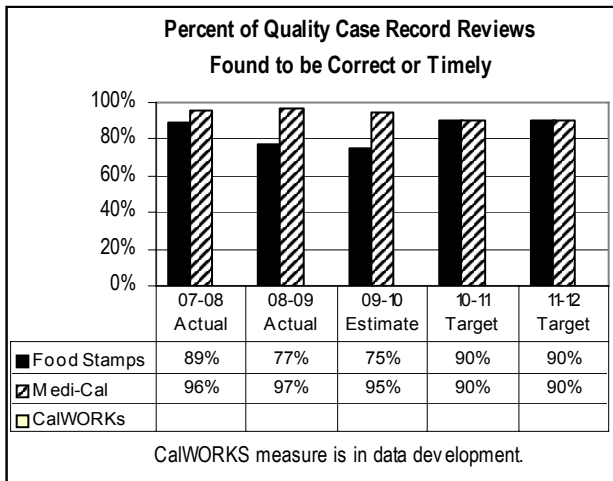
The Office of the Agency Director primarily contributes to the Shared Vision of a Prosperous and Healthy Community by 2025 by engaging the community in identifying human services needs and working with community members toward solutions, improving the coordination of human services delivery, advocating for policy change, seeking ways to maximize every dollar of Net County Cost, and securing and providing administrative and operational resources that assist the Human Services Agency (HSA) staff in the design, delivery, and maintenance of effective and quality client and community services.

The Office of the Agency Director provides overall Agency leadership through financial services, planning and performance management, quality assurance and quality control, public information and legislative services, and support to the Board of Supervisors, County Manager, other county agencies and the public.

The following are major accomplishments in the current year:

- Coordinated the evaluation and benchmarking of disproportionality of minority children in San Mateo County in areas of child welfare, juvenile justice, probation, and education. Findings to be used by the countywide study group in developing a plan to reduce disproportionality.
- Brought together community partners to discuss and plan for agency-wide issues: TANF ECF, strategic plan alignment, budgeting for mandated and discretionary services in a period of reduced revenues
- Initiated and oversaw a project proposal to utilize economic stimulus funding that establishes 200 short term temporary slots in an entry level classification within county departments for eligible TANF clients.
- Conducted 2,075 quality case reviews, and developed instructional material on error trends to improve case processing of Food Stamp denials
- Designed and implemented a compliance review procedure for the SMC Works launch event to ensure compliance with program rules and policies, federal ARRA guidelines, and internal Controller's regulations
- Published the agency's first Performance and Quality Improvement (PQI) Annual Report which tracks progress on performance management and continuous quality improvement indicators, including customer satisfaction, case record review findings, performance outcomes, incident reports, and quality improvement initiatives
- Launched the agency's first internal employee satisfaction survey in January 2010 to identify organizational strengths, measure rate of personnel satisfaction, identify root causes of staff concerns and opportunities for improvements from the employee perspective

### Headline Measures



### Program Outcome Statement

The Office of the Agency Director provides leadership to ensure HSA achieves its vision, mission, and strategic priorities; builds and maintains productive partnerships with local public and private agencies and other organizations; and pursues excellence in the

- Produced 20 public education materials, reaching out to Spanish speaking residents with Community Information resources; coordinating media coverage with non-English television stations; providing system wide tools to enhance linguistic and cultural competency, such as Spanish-English business language glossaries for operations staff
- Contained overtime expenditures through multi-dimensional effort of data analysis, policy development and effective monitoring by supervisors and managers, including the establishment of financial overtime report for the Agency to assist managers in monitoring expenditures
- Passed four program audits, including WIA, child development program, and adoption assistance program with no major fiscal findings
- Eliminated a backlog of over 1,700 overdue Medi-Cal redeterminations by increasing production of Health Insurance Telecenter (HIT) staff and implementing a Task Management system
- Improved customer access to personal benefits information by upgrading the automated phone system at HIT to support seven self-service functions in five languages

### Story Behind Performance

The Office of the Agency Director advanced the Agency vision by ensuring a high level of customer satisfaction as reported in the Cares survey results, and by reviewing case records for payment accuracy and timeliness of client notifications. The percent of customer survey respondents who rated services good or better met the target of 90%, however, customer satisfaction ratings and response rates have been decreasing over the past three years. A variety of initiatives to address this has begun, including developing quarterly feedback reports, conducting direct client surveys, and encouraging staff through recognition for providing excellent customer service. Additionally, the Agency has instituted a new program, HSA C.A.R.E.S. led by Program Support, which promotes exceptional customer service. In order to maintain high quality services, the Quality Assurance unit has completed over 2,000 case reviews for benefit programs. Ninety seven percent of the Medi-Cal cases reviewed were found to be correct or timely, exceeding the target of 90%. Accuracy for Food Stamp cases reviewed did not meet the internal target set at 85% cases found to be correct or timely. The Quality Assurance Unit will analyze 1st tier case review results to identify error trends and training needs to meet quality targets for Food Stamp cases.

The Office of the Agency Director advocated open dialog with the community and invited stakeholders to contribute ideas on strengthening services and prioritizing needs in light of reduced financial resources. HSA staff has connected to the community through 20 meetings or events convened to address agency issues such as budgeting for programs, stimulus funding for TANF families, and aligning the strategic plan to the changing economic landscape. Through efforts of the Public Information Office, an additional twenty public education materials were developed, designed for easy comprehension in languages which reflect the values of diverse

client populations. We made strides in coordinating the county study of disproportionality, having benchmarked systems of child welfare, juvenile justice and education against County demographics.

The launch of SMC Works, HSA's new program funded by the American Recovery and Reinvestment Act, was successfully planned and coordinated for a November 2009 event in Redwood City and at HSA regional offices. With the support of community leaders, HSA was able to serve 3,000 of families who received immediate relief to assist with purchasing items to meet short-term needs, such as food and clothing. Responding to the need for jobs, we created 200 short-term temporary slots in an entry-level classification available to all County departments for hiring through subsidized employment.

The Office of the Agency Director continued to focus on the quality of services through quality improvement initiatives and incorporating the best practice standards of service set by the Agency's accreditation in 2008. The implementation of quarterly peer case reviews ensures that best practice standards are consistently followed in the delivery of administrative operations, child welfare, workforce development and family counseling services to clients. The Quality Assurance Unit established a methodology and tools to conduct internal compliance audits on policies, procedures and regulations. The Health Insurance Telecenter (HIT) eliminated a backlog of 1,700 overdue Medi-Cal redeterminations and upgraded its automated phone system to support additional self-service functions in five languages.

The Office of the Agency Director is prepared to meet the many challenges the Agency will face over the next two years. Balancing increasing community needs while experiencing reductions in budget allocations will require innovative solutions for service delivery. We will optimize resources in this environment of fiscal constraint and will continue to ensure the highest level of stewardship of HSA finances. The Office of the Agency Director will also ensure that quality remains a top priority, even as funding decreases, by focusing on quality improvement initiatives and by maintaining accreditation through the Council on Accreditation and the Commission on the Accreditation of Rehabilitation Facilities.

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

- To manage HSA programs experiencing reductions in budget allocations, and to effectively identify and secure financial resources, leverage funding sources to maximize all revenue, and ensure the highest level of stewardship of HSA finances
- To deliver effective and efficient methods of public education awareness and outreach to numerous diverse and fragmented populations, many of which are first-time clients with little experience with public assistance
- To optimize resources in an environment of fiscal constraint through a new organizational structure designed to ensure effective service delivery
- To meet federal and state performance standards by adherence to local, State and federal policies while improving client outcomes and averting sanctions, penalties and disallowances

- To ensure quality remains at the forefront of sound decision making by maintaining progress in continuous quality improvement goals and in staff engagement; and maintaining Council on Accreditation (COA) and the Commission on the Accreditation of Rehabilitation Facilities (CARF) best practice standards, even as funding and staffing decrease

### **Program Objectives**

The Office of the Agency Director will meet performance targets by doing the following:

#### Ensure HSA is Responsive to Community Needs and Convenes 20 Meetings with Community Stakeholders and Partners

- Implement and update HSA's strategic plan and integrate with OBM program objectives and County Shared Vision 2025
- Continue to convene the HSA community advisory group to review progress implementing the strategic plan and to advise strategic priorities
- Study, plan, and implement strategies to improve outcomes for children of color, addressing disproportionality and fairness in child welfare and juvenile justice systems
- Continue to implement the changing HSA reorganization structure to ensure maximum service delivery

#### Develop at Least 20 Public Education Materials Covering Programs and Services for Targeted Communities

- Increase HSA visibility and public awareness of HSA services utilizing an integrated marketing campaign that includes web and print materials in multiple languages
- Target outreach and education about HSA services in East Palo Alto, South San Francisco, La Honda, and Pescadero

#### Pass External and Internal Audits with No Major Findings

- Maximize use of federal, state, and grant funds while minimizing use of county funds
- Continuously improve financial management practices by ensuring compliance with Generally Accepted Accounting Practices (GAAP) and Council on Accreditation (COA) standards
- Develop and implement new monthly financial management reports to allow HSA programs to make proactive, timely decisions regarding their resources

#### Achieve an Overall Stakeholder Satisfaction Rating of at Least 90%

- Communicate customer satisfaction results on a quarterly basis throughout HSA to acknowledge best practices and identify areas for improvement
- Promote employee satisfaction and recognition by taking action on employee suggestions and feedback received from the initial employee satisfaction survey findings

#### Assure Program Integrity by Monitoring 50 Quality Improvement Teams / Initiatives and Conducting over 1,700 Quality Case Record Reviews

- Sustain the Continuous Quality Improvement program by: maintaining COA accreditation; increasing staff participation in

creative problem solving; and focusing on supervisory practices assessments to ensure consistency in practice

- Sustain and expand the Quality Assurance program by focusing resources to develop an analysis of Tier 1 supervisory reviews, publish quarterly reports for operational practice improvements and training, conduct Tier 2 case record reviews through valid sampling of Food Stamp and Medi-Cal case types, and establishing standards of accuracy and completed resolutions for Child Welfare focus reviews

#### Proactively monitor compliance to department policies and regulation requirements by conducting 7 internal compliance reviews

- Identify policies, processes and procedures that meet the criteria subject to sanctions or disallowances
- Establish a standard methodology for internal audits to encompass aspects of agency services including benefit issuance, eligibility determination, service delivery and fiscal management
- Publish findings for management review and corrective plans
- Implement contract monitoring reviews for all service agreements exceeding \$100,000

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of performance measures monitored   | 31                   | 59                   | 60                     | 60                   | 60                   |
| Number of quality control case record reviews:   |                      |                      |                        |                      |                      |
| - Self-sufficiency cases   | ---                  | 2,070                | 2,075                  | 1,764                | 1,852                |
| - Child Welfare removal cases  | ---                  | 397                  | 500                    | 400                  | 400                  |
| Number of internal compliance audits conducted with published findings   | ---                  | ---                  | 3                      | 7                    | 10                   |
| Number of quality improvement teams / initiatives in full operation  | 25                   | 54                   | 50                     | 50                   | 50                   |
| Number of culturally and linguistically appropriate public education materials developed and / or published for targeted communities | 14                   | 18                   | 20                     | 20                   | 22                   |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of completed financial audits with no major financial management findings:   |                      |                      |                        |                      |                      |
| - External   | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| - Internal   | ---                  | ---                  | 90%                    | 90%                  | 90%                  |
| Percent of quality case record reviews found to be correct or timely:  |                      |                      |                        |                      |                      |
| - Food Stamps  | 89%                  | 77%                  | 75%                    | 90%                  | 90%                  |
| - Medi-Cal   | 96%                  | 97%                  | 95%                    | 90%                  | 90%                  |
| - CalWORKs (data development)  | ---                  | ---                  | ---                    | ---                  | ---                  |
| Number of community meetings and / or events convened by HSA   | 7                    | 21                   | 20                     | 22                   | 25                   |
| Percent of quality improvement:  |                      |                      |                        |                      |                      |
| - Performance outcomes meetings targets  | ---                  | 70%                  | 70%                    | 70%                  | 70%                  |
| - Case record reviews performed against valid sample   | ---                  | 90%                  | 90%                    | 85%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better  | 95%                  | 91%                  | 90%                    | 90%                  | 90%                  |



## Office of the Agency Director (7100B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 56.0              | 56.0              | 51.0               | 49.0                   | (2.0)             | 49.0                   |
| Funded FTE                | 55.0              | 55.9              | 52.9               | 48.5                   | (4.4)             | 48.5                   |
| <b>Total Requirements</b> | 3,011,755         | 539,297           | (133,178)          |                        | 133,178           | 54,350                 |
| <b>Total Sources</b>      | 14,173            | 325               |                    |                        |                   | 54,350                 |
| <b>Net County Cost</b>    | 2,997,582         | 538,972           | (133,178)          |                        | 133,178           |                        |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Mandated Services         |                   |                   | (133,178)          |                        | 133,178           |                        |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is fully cost-applied to other units of the Human Services Agency.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and transfer of appropriations from Program Support.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 579,190        | (446,012)           | 0        | 133,178         | 0         |

#### 2. Office of the Agency Director - 10% Reduction

As part of the Agency's 10% Net County Cost reduction plan one Graphic Specialist position and one Mail Services Aide position is being deleted. The elimination of the Graphic Specialist position results in fewer internally produced materials, publications, and flyers. The Mail Services Aide duties will be absorbed by existing administrative staff. The Net County Cost reduction will be reflected in cost transfer reductions to various program areas.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (173,814)      | 173,814             | 0        | 0               | (2)       |

#### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 405,376        | (272,198)           | 0        | 133,178         | (2)       |

**FY 2011–12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 54,350          | 54,350         | 0                   | 0        | 0               | 0         |

## Program Support (7010B)

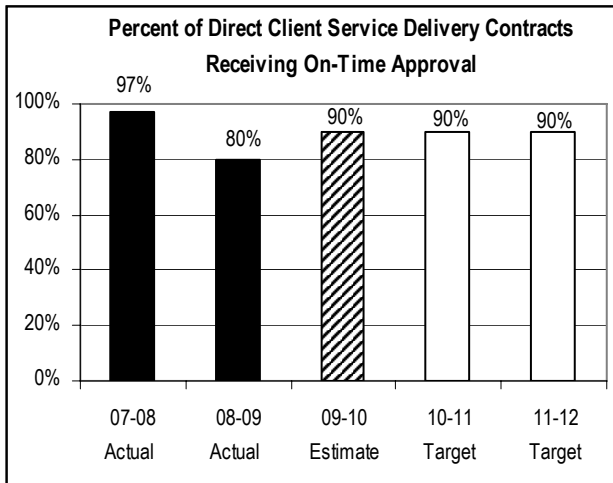
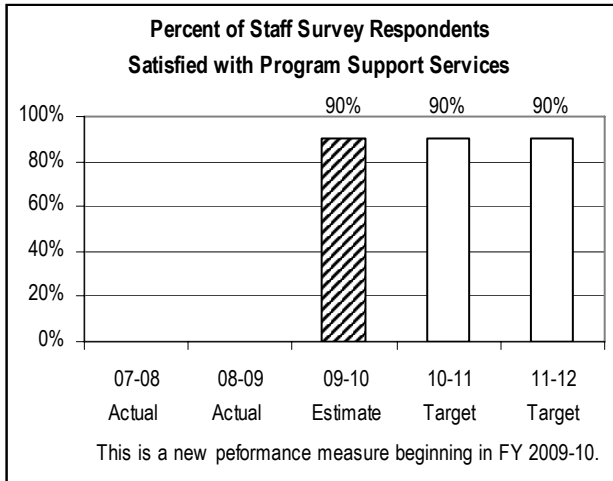
### Program Locator

County  
 Prosperous Community  
 Human Services Agency  
 Office of the Agency Director  
 ▷ **Program Support**  
 Economic Self-Sufficiency  
 Child Welfare Services  
 Prevention and Early Intervention

### Services and Accomplishments

Program Support primarily contributes to the Shared Vision of a Collaborative Community by 2025 by securing and providing administrative and operational resources that assist HSA staff in the design, delivery, and maintenance of effective client and community services. Program Support provides personnel services; human resource and organization development; contracts and facilities management; civil rights oversight, including Special Investigations Unit and fair hearings; and management support to staff and community stakeholders.

### Headline Measures



### Program Outcome Statement

Program Support provides leadership, consultation, facilitation, and essential centralized services to Human Services Agency (HSA) staff, community partners, federal and state agencies, and other local governmental units to support the delivery of effective and efficient quality services to individuals and families.

The following are major accomplishments in the current year:

- Developed the HSA C.A.R.E.S., customer service skills, policy in January 2010 requiring a minimum nine hours of customer experience training per year, and began implementation activities; developed and administered 30 core training sessions through June 2010; launched HSA C.A.R.E.S campaign consisting of Information sessions conducted at unit meetings, created an intranet web site; and designed posters to convey eight hallmarks of service delivery virtues
- Supported knowledge transfer and leadership skills in cost effective manner by expanding existing On-Boarding process for new hires to facilitate job orientation, and releasing the Leadership Handbook in April 2010, which provides policies and guidelines for supervisors and managers on managing employee performance and conducting and developing employee motivation and skills.
- Developed and issued monthly dashboard reports to contract monitors and managers to alert staff on the status of contracts and timelines for approval to promote timely processing and execution of contract agreements
- Coordinated office build out and relocation of administrative staff from Harbor complex to 1 Davis Drive to accommodate the redesign of Health Insurance Telecenter (HIT); and incorporated building improvements at 1 Davis to align with County's Green Building initiative
- Improved client and staff worksite safety by completing the installation of and training on Automated External Defibrillators (AEDs) at regional and administrative offices
- Conducted process reviews for cases meeting Administrative Disqualification Hearings criteria; and established a due process procedure to conduct Child Abuse Central Index hearings
- Generated projected year end cost savings / cost avoidance of \$10 million through investigations of fraud and overpayments, and preserved clients rights to entitled benefits by preparing 900 hearings for review.
- Migrated core IT services to county ISD as part of the agency restructure, and developed service level requirements to ensure continuity of operational IT environments
- Completed green initiatives to reduce emissions and waste: agency wide video conferencing capability; and imaging of client case documents at all HSA regional offices

## Story Behind Performance

Program Support measures its performance by meeting or exceeding service level commitments for delivery of essential support in a variety of areas. In FY 2009-10 Program Support met its service level commitments in facilitating 95% on-time approval for direct client services contracts. Factors contributing to this performance were monthly dashboard reports to managers and staff indicating the status of contracts toward final approval, and consultative services and resources to manage contract issues. Customer requests for program support services are varied and complex. Achieving a rating of Good or Better from clients is the goal for all functional units that interface with program and administrative staff. In FY 2009-10 a standard measure of overall customer satisfaction will be launched by Human Resources Development, and eventually rolled out to all units that deliver program support services.

In order to support the Agency's goal of providing effective, culturally appropriate customer service, Human Resources Development has developed and implemented HSA C.A.R.E.S. (Customers Always Receive Exceptional Service), an extensive customer experience improvement initiative. The agency adopted a training policy which requires annual C.A.R.E.S. training for all staff, ensures ongoing skill development, and contributes toward the agency's benchmark of 20 hours per staff per year of in-service training.

In light of the transition of core IT services from BSG to county ISD in FY 2009-10, BSG will focus on meeting the information and technology needs of HSA programs. Obtaining program-specific reports allows managers to make data-driven decisions that align with the Agency's Strategic Plan and support positive client outcomes. BSG is in the process of establishing a collaborative data request protocol with end users and has completed a pilot of these new procedures with Child Welfare Services.

Improving accessibility for clients and realizing short term savings were factors behind a multi-phase facilities project led by Program Support. The Facilities team successfully planned and directed the relocation of the Agency's administrative and support staff to a vacant office at 1 Davis Drive in Belmont. Refurbishments were performed taking into consideration the county's Green Building Initiative. Over the next year, HSA's campus at Harbor Boulevard in Belmont will be reconfigured, enabling walk in access by clients to benefits staff.

The challenge for Program Support in the next year will be to accomplish its objectives within increasingly constrained budgets. Resource allocations may significantly impact the ability to meet performance targets. Client-focused solutions to business issues and cost saving options such as online training, distance learning, video conferencing and digital imaging will be the avenues for maintaining flexible support services.

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

- To respond to increasing and complex demands under tighter regulatory controls to provide demanded levels of administrative support to HSA staff and community partners

- To expand opportunities for appropriate transfer of knowledge in an environment of increased retirements and succession continuity challenges
- To maintain accreditation status in administrative support standards by continuing to incorporate best practices in agency operations
- To respond to the growing need for automation services within constrained budgets and limited resources

## Program Objectives

Program Support will meet performance targets by doing the following:

### Establish a Process for Measuring Automation Work Requests Completed Without Errors or Re-work

- Finalize the effort to align IT policies and procedures with county and industry standards
- Develop application competency to ensure response time commitments to user incident reports and automation requests for non-core IT are within service level agreements
- Implement an agency-wide collaborative data request process with end users, that includes defining reporting standards within programs

### Enhance Career Growth Opportunities and Development of Customer Service Skills by Offering An Average 20 Hours per Staff of HSA-sponsored Training to Meet Mandated Requirements and / or Professional Development

- Continue to offer customer experience improvement training, and develop a Cultural Crossroads series focused on the nexus of customer experience and cultural competence
- Measure changes in customer service delivery through direct client interviews
- Convene quarterly leadership meetings with management and supervisors to address issues impacting Agency leadership

### Provide Contract Administration to Achieve 90% On-time Approval of All Direct Client Service Delivery Contracts

- Continue distribution of monthly dashboard reports to report contract progress and avoid loss of services or delayed agreements
- Deliver timely consultative services to assure efficient processing of contract agreements

### Adhere to Agency's Civil Rights and Fraud Prevention Standards by Processing Special Investigation Referrals in a Timely Manner 90% of the Time

- Continue implementation of the Overpayments Re-engineering study to improve processes and overpayments recovery
- Undertake cost-effective systems enhancements for tracking case progress in the Special Investigations Unit and in the Hearings Unit

## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of requests for assistance made to the Business Systems Group (BSG):  | ---                  | 20,388               | 13,000                 | 12,000               | 12,000               |
| Average hours per HSA staff in HSA-sponsored training to meet mandated requirements and / or enhance professional development <sup>(1)</sup> | 40.1                 | 35.8                 | 20.0                   | 20.0                 | 20.0                 |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of closed work requests completed without errors or re-work (data development)   | ---                  | ---                  | ---                    | ---                  | ---                  |
| Percent of direct client service delivery contracts processed prior to services rendered <sup>(2)</sup>                                      | 97%                  | 80%                  | 90%                    | 90%                  | 90%                  |
| Number and percent of HSA employees who have an employee development plan (data development)   | --- / ---            | --- / ---            | --- / ---              | --- / ---            | --- / ---            |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of staff who respond that overall satisfaction with Program Support services is good or better                                       | ---                  | ---                  | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup> Training hours in FY 2007-08 and in FY 2008-09 reflect increases due to Council on Accreditation (COA) staff training and Social Worker training. Training hour targets have been adjusted for FY 2009-10 and FY 2010-11 to align with HSA's commitment to professional development and training.

<sup>(2)</sup> Direct client service delivery contract approvals were delayed in FY 2008-09 due to other HSA priorities and detailed contract renewal examination.

## Program Support (7010B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 67.0              | 68.0              | 59.0               | 59.0                   |                   | 59.0                   |
| Funded FTE                | 67.0              | 68.0              | 59.0               | 58.5                   | (0.5)             | 58.5                   |
| <b>Total Requirements</b> | 6,034,222         | 10,413,407        | 7,295,041          | 5,898,752              | (1,396,289)       | 5,857,822              |
| <b>Total Sources</b>      | 9,274,820         | 11,290,398        | 7,030,863          | 5,548,769              | (1,482,094)       | 5,507,839              |
| <b>Net County Cost</b>    | (3,240,599)       | (876,991)         | 264,178            | 349,983                | 85,805            | 349,983                |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Mandated Services         |                   |                   | 264,178            | 349,983                | 85,805            | 349,983                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$349,983 or 5.9%, of which 100% is mandated. This amount includes mandated services based on state required county share of costs for Agency wide staff development activities.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fixed Assets and Fund Balance / Reserves; and transfer of appropriations to Office of the Agency Director.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (5,718,562)     | (80,835)       | 2,230               | (5,554,152) | 85,805          | 0         |

#### 2. Program Support - 10% Reduction

As part of the Agency's 10% Net County Cost reduction plan, Program Support is making reductions in the Agency Staff Development (SD) Programs, Business Systems Group (BSG), and general administration. These reductions will eliminate employee tuition reimbursements, limit attendance at workshops and conferences and eliminates the Internship Stipend Program. The BSG reductions include a 20% annual hardware and software replacement strategy; an Intranet redesign; a review of Agency back up storage strategy; de-commission of the San Mateo Human Services Analytical Reporting Project (SHARP) Data Warehouse System; elimination of local deskjet printers; a change from Migrating Oracle databases to a Microsoft SQL Server and elimination of contracts for automation projects that have been completed. The Net County Cost reduction will be reflected in cost transfer reductions to various Agency program areas.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (1,081,850)    | 1,081,850           | 0        | 0               | 0         |

**3. Agency Reserves**

Anticipated FY 2009-10 Fund Balance will be set aside in Agency Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 4,236,468       | 0              | 0                   | 4,236,468 | 0               | 0         |

**4. New Servers and Network Appliances Purchase**

New servers and replacement of network appliances and servers whose warranties expire in FY 2010-11 will be purchased. Costs will be fully offset by reductions in other operating expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 100,000        | 0                   | 0        | 100,000         | 0         |
| 0               | (100,000)      | 0                   | 0        | (100,000)       | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (1,482,094)     | (1,162,685)    | 1,084,080           | (1,317,684) | 85,805          | 0         |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (40,930)        | (40,930)       | 0                   | 0        | 0               | 0         |

## Economic Self-Sufficiency (7200B)

### Program Locator

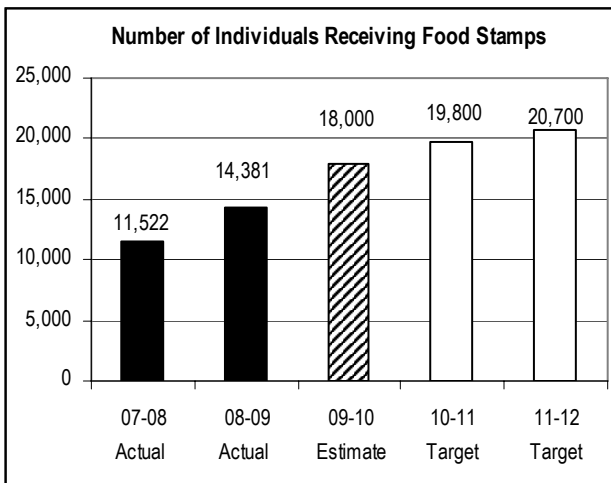
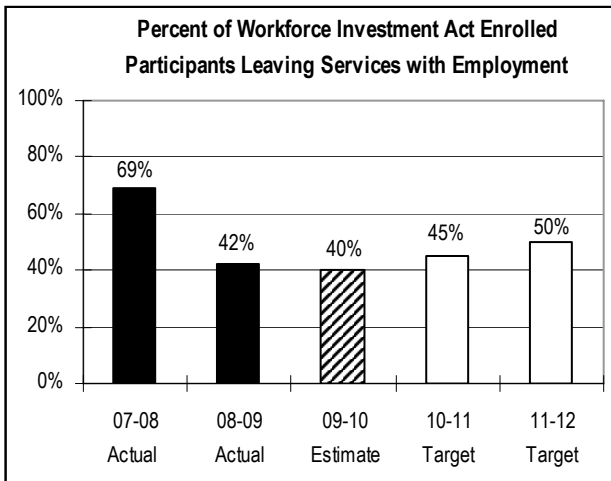
County  
 Prosperous Community  
 Human Services Agency  
 Office of the Agency Director  
 Program Support  
 ▷ **Economic Self-Sufficiency**  
 Child Welfare Services  
 Prevention and Early Intervention

### Services and Accomplishments

Economic Self-Sufficiency primarily contributes to the Shared Vision of a Healthy, Prosperous Community by partnering with the community to provide a wide range of services that assist county residents in locating and retaining jobs, accessing health insurance, and attaining self-sufficiency.

Economic Self-Sufficiency includes employment services, Workforce Investment Act (WIA), California Work Opportunity and Responsibility to Kids (CalWORKs), Food Stamps, Medi-Cal, General Assistance, Cash Assistance Program for Immigrants, and other health insurance programs. HSA operates two one-stop, multi-service employment centers known as Peninsula Works, as well as Vocational Rehabilitation Services.

### Headline Measures



### Program Outcome Statement

Economic Self-Sufficiency programs and community partners support individuals and families by providing job-related support and career development services while providing temporary financial assistance to those in need.

The following are major accomplishments in the current year:

- Served a total 11,400 individuals in Peninsula Works in the first half of FY 2009-10
- Provided job training and employment opportunities to 300 youth through Workforce Investment Act partners that included a new program that served 18 foster youth and placed them in jobs with the County
- Increased the resources available to the Workforce community over the past 12 months and received nearly \$4 million in stimulus funds as a formula increase. In addition, the Agency successfully applied for additional grant funding totaling \$1.9 million for FY 2009-10.
- Implemented the SMC Works Program: Served 3,000 eligible (70% CalWORKs) families with assistance with food, clothing and other family essential needs prior to the Holiday Season through SMC Works Non-Recurrent Short-Term Benefits; and Provided job placement for a projected 300 individuals in eligible families to secure employment through Subsidized Employment Services
- Increased utilization of Food Stamps by 45% since FY 2008-09 to 16,758 county residents by expanding community partnerships and by educating seniors, single individuals and underrepresented ethnic groups in culturally acceptable formats
- Enrolled 30,992 adults and 27,991 children in the Medi-Cal Program this year through HSA's partnerships with the Health Department, Health Plan of San Mateo, San Mateo Medical Center
- Implemented various Welfare to Work (WTW) strategies, including a more inclusive community services plan and WTW incentive program
- Served a total of 453 clients through the Mental Health and State Department of Rehabilitation's Mental Health / HSA Cooperative programs and placed 61 clients in employment
- Implemented best practice peer record reviews of over 100 open and closed cases for nationally accredited Workforce Development Services, exemplifying the highest standard of quality to ensure accurate and complete client case records



## Story Behind Performance

Economic Self-Sufficiency Services contributes to a Healthy and Prosperous Community by continuing to view the need for increasing enrollments in the Food Stamp program as a priority. The Agency increased Food Stamps Utilization by 45%. Strategies including targeted outreach to seniors, engagement of partners to initiate applications and / or referrals to increase access points; and providing applications and information at community events has assisted the Agency in reaching approximately 18,000 individuals with Food Stamps benefits to supplement their need for food this year. Economic Self-Sufficiency has made notable achievements towards contributing to a Healthy and Prosperous Community in the Medi-Cal, CalWORKs, Vocational Rehabilitation Services, Workforce Investment Act, and SMC Works Program areas.

The Medi-Cal Program offers eligible individuals and families access to health care enrollment. HSA partners with the Health System and the Health Plan of San Mateo and conducts outreach activities at community events that provide information and applications to reach individuals who are in need of health benefits. The partnerships and outreach activities have assisted the Agency in enrolling 30,992 adults and 27,991 children in the Medi-Cal Program this year.

The CalWORKs program staff was successful in working closely with community colleges in the County to develop programs that meet the needs of the CalWORKs population. The CalWORKs program also implemented a data tracking system as a tool for staff to improve tracking of the Welfare to Work population. The newly developed SMCWorks program served approximately 3,000 eligible (70% CalWORKs) families with assistance with food, clothing and other family essential prior to the Holiday Season. These services were funded by TANF ECF as part of the American Recovery and Reinvestment Act of 2009. Client services provided were for Non-Recurrent Short-term Benefits and were provided at a one-day service launch event on November 18, 2009 in Redwood City that served 320 eligible families. Additional services were provided the following week at HSA's 5 regional offices and at an additional event held in Pescadero on the Coastsides. SMC Works subsidized employment is projected to place 300 eligible CalWORKs participants in positions with newly formed local business partnerships.

Vocational Rehabilitation Services (VRS) achieved a three-year re-accreditation granted by the Commission on Accreditation of Rehabilitation Facilities with three new areas added: Comprehensive Benefits Planning, Comprehensive Vocation Evaluation and Employment Planning Services. VRS was also able to provide these best practice quality services to a total of 453 clients through the Mental Health and State Department of Rehabilitation's Mental Health / HSA Cooperative programs and successfully placed 61 clients in employment. Other employment training achievements have been with HSA's youth population.

The Workforce Investment Act partners provided job training and employment opportunities to 300 youth that included a new program that served 18 foster youth and placed them in jobs with the County. In addition, Workforce investment Act youth providers served 346

youth in a year-round program, and providers served an additional 300 youth as part of the stimulus funded summer youth employment program. Workforce also partnered with San Mateo Community College district on a successful regional Clean Energy grant that resulted in additional job training opportunities and formed employer connection with Solar City and Velocity Energy Partners. Workforce has additionally formed multiple partnerships with green and clean jobs employers through the Green Jobs Corps grant program. These employers include: SkyObs, Goodwill and ReUse.

Economic Self-Sufficiency programs are facing challenges in meeting increased client need for services with fewer resources for meeting the standards set by the Federal and State government. An example of this is in the Food Stamps and Medi-Cal Program State standard for timely processing when eligibility is determined. The State standard for timely eligibility determination processing is set at 90%. As the agency has worked hard to increase Food Stamps utilization, the agency has also experienced challenges with a staffing shortage to keep up with timely Food Stamps and Medi-Cal determination processing of these cases. HSA is currently conducting forums with client facing line staff to capture staff ideas for innovative ways to improve performance with increasing workloads. The agency will be hiring a new worker training unit to assist with increased utilization and timely processing, but will also conduct an evaluation of current systems and explore new technology for providing more efficient services. The Agency will also look to other Counties that have achieved a higher timely percentage rate for a potential model that works in the County. With unemployment continuing to rise and with limited employment opportunities in the county, HSA continues to see first users of services rising, which continues to create challenges in providing services with fewer staff. HSA remains committed to utilize resources in a cost effective manner and will continue to focus on strategies to increase employment opportunities and training for eligible families through the network of employment services by continuing to build upon business partnerships with emerging industries such as the green jobs industry. The agency has leveraged stimulus funding for employment opportunities and built relationships with employers which will assist us in placing individuals from eligible families in employment.

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

- To sustain and enhance self-sufficiency programs that will benefit clients in light of proposed decreases in federal and state funding and a worsening economy and national recession
- To respond to continuous changing guidance from the State on TANF ECF Funded Services after implementation of services that may result in a financial risk to the agency.
- To make new connections with employers to place unemployed and low-income individuals in occupations with a wage and career ladder that enables self-sufficiency
- To increase food stability and reduce hunger in the community by increasing local Food Stamp participation with continued community collaboration and outreach

- To identify and implement changes in client service delivery systems to realize operating efficiencies and mandated outcomes
- To respond to and serve the increasing number of Medi-Cal and food stamps applicants and recipients in a timely manner

### **Program Objectives**

Economic Self-Sufficiency will meet performance targets by doing the following:

#### Assist 20,000 Participants Using PeninsulaWorks Centers

- Leverage state and federal resources including grants to maintain funding to meet the employment and training needs of unemployed residents and job seekers
- Create partnerships with employers in emerging industries including green and clean energy

#### Achieve a 90% Timely Food Stamps Processing Standard

- Review counties that have achieved a higher timely processing standards
- Research technology to support more efficient ways for timely processing
- Hire a new worker training unit to assist with the staffing shortage that contributes non-timely processing

#### Increase the Number of Food Stamps Participants by 15% over the next two fiscal years

- Continue implementation of strategies that include outreach efforts, engagement of partners to initiate application / referrals and providing targeted staff training to increase knowledge of the Food Stamps program

#### Increase the Number of Medi-Cal Participants by 3%

- Continue to work with the Health Department, Health Plan of San Mateo, San Mateo Medical Center and other community partners to further increase Medi-Cal enrollment
- Identify and implement strategies to retain Medi-Cal recipients

**Performance Measures Summary Table**

| <b>Performance Measures</b>  | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|--|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>  |                              |                              |                                |                              |                              |
| Number of participants using PeninsulaWorks Centers  | 19,586                       | 20,270                       | 20,000                         | 20,000                       | 20,000                       |
| Number of youth in HSA programs receiving employment services (data development)                             | ---                          | ---                          | ---                            | ---                          | ---                          |
| Number of individuals receiving Food Stamps  | 11,522                       | 14,831                       | 18,000                         | 19,800                       | 20,700                       |
| Number of individuals enrolled in Medi-Cal:  |                              |                              |                                |                              |                              |
| - Adults   | 29,499                       | 30,150                       | 30,992                         | 31,992                       | 32,800                       |
| - Children   | 25,867                       | 27,116                       | 28,600                         | 27,991                       | 28,880                       |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                              |                              |                                |                              |                              |
| Percent of applications complying with state standards for timely processing when eligibility is determined: |                              |                              |                                |                              |                              |
| - Food Stamps (non-expedited service)  | ---                          | ---                          | ---                            | 90%                          | 90%                          |
| - Medi-Cal (data development)  | ---                          | ---                          | ---                            | ---                          | ---                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                              |                              |                                |                              |                              |
| Percent of Workforce Investment Act (WIA) enrolled participants leaving services with employment             | 69%                          | 42%                          | 40%                            | 45%                          | 50%                          |
| Average hourly wage at placement for WIA participants  | \$19.81                      | \$15.30                      | \$15.00                        | \$16.50                      | \$16.50                      |

## Economic Self-Sufficiency (7200B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 457.0             | 456.0             | 441.0              | 433.0                  | (8.0)             | 433.0                  |
| Funded FTE                | 452.7             | 453.6             | 437.9              | 428.0                  | (9.9)             | 428.0                  |
| <b>Total Requirements</b> | 82,315,720        | 88,392,537        | 101,420,769        | 124,573,662            | 23,152,893        | 103,464,181            |
| <b>Total Sources</b>      | 74,497,715        | 74,133,835        | 91,521,416         | 113,774,834            | 22,253,418        | 92,665,353             |
| <b>Net County Cost</b>    | 7,818,005         | 14,258,702        | 9,899,353          | 10,798,828             | 899,475           | 10,798,828             |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| State Grants Match        |                   |                   | 438,833            | 438,833                |                   | 438,833                |
| CalWORKS MOE              |                   |                   | 2,327,233          | 2,327,233              |                   | 2,327,233              |
| Mandated Services         |                   |                   | 4,582,893          | 4,361,474              | (221,419)         | 4,361,474              |
| Non-Mandated Services     |                   |                   | 2,048,168          | 2,978,370              | 930,202           | 2,979,444              |
| Local Overmatch           |                   |                   | 502,226            | 692,918                | 190,692           | 691,844                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$10,798,828, or 9.8%, of which \$3,671,288 or 34% is discretionary. This amount includes Mandated Services currently provided with maintenance-of-effort or local match requirements, and Discretionary Services that include overmatch for Medi-Cal and CalWORKs, employment services for foster youth and Vocational Rehabilitation Services.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. Revenue changes include an estimated net increase in State and Federal expense reimbursements through various programs including CalWIN, CalWORKs, Non-Assistance Food Stamps, Medi-Cal, Adoption Assistance programs, CAPI, and TANF. The majority of the anticipated increases are attributed to Agency activities funded through the American Recovery and Reinvestment Act (ARRA) targeting unemployment and re-employment programs. These increases are offset in part through decreases in available State funding for CalWORKs.

Appropriation changes are also primarily driven by Agency program activities funded through ARRA. Within the overall change in appropriations is a increase in Salary and Benefits costs due to healthcare and retirement cost increases. The remaining increases include growth in ARRA related expenditures, General Assistance payments, Information Technology charges, and up-front facilities build-out costs associated a consolidation of Agency personnel at the Harbor Boulevard campus. These increases are offset in part through Intrafund Transfers associated with cost recovery for Vocational Rehabilitation Services (VRS).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 22,599,200      | 25,475,248     | (317,694)           | 0        | 2,558,354       | 0         |

## **2. General Assistance Client Cost Increase**

The Agency is using \$396,460 of Reserves to cover anticipated General Assistance client increases for FY 2010-11 and \$221,419 as part of our Agency's 10% NCC reduction plan. Caseload has significantly increased in our General Assistance program and is projected to continue to increase in FY 2010-11. This action will substantially decrease our Agency Reserves in order to meet the increased client demand.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 617,879         | 0              | 0                   | 0        | (617,879)       | 0         |

## **3. General Assistance Work Requirement Reduction**

The General Assistance (GA) transfer to Vocational Rehabilitation Services to cover the cost of the GA work requirement has been removed. The GA client base has outgrown the County's General Fund Appropriation for the program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (200,000)      | 0                   | 0        | (200,000)       | 0         |

## **4. Reduction in Workforce - Northern Regional Director**

The Northern Regional Director position is being eliminated. The position has been vacant since 2007. The responsibilities of this position have been absorbed by existing staff and no client or staff impacts are anticipated. There is no Net County Cost impact.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (217,815)       | (217,815)      | 0                   | 0        | 0               | (1)       |

## **5. Reduction in Workforce - Vocational Rehabilitation Services Work Center Positions**

One filled Rehabilitation Production Supervisor II position and one filled Job Development Specialist II position have been deleted. The responsibilities of the Job Development Specialist will be distributed to the six Vocational Rehabilitation Counselors (VRC) in the program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (220,866)      | 156,946             | 0        | (63,920)        | (2)       |

## **6. Reduction in Workforce - Vocational Rehabilitation Services Cafe**

One filled Food Services Worker I, one filled Senior Utility Worker, one filled Employment Services Specialist, and one filled Extra Help Rehabilitation Production Supervisor II and Hall of Justice (HOJ) Cafe operational expenditures have been deleted. These reductions will help address the structural deficit in the Vocational Rehabilitation Services (VRS) Programs that had been supported with one-time Agency Fund Balance. The strategy behind identifying positions was to eliminate positions with the least impact to direct client services. The closure of the HOJ Café which will affect VRS's capacity to train up to 12 clients in food services at that location.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (200,000)       | (733,082)      | 0                   | 0        | (533,082)       | (3)       |

**7. Positions Changes in the Special Investigation Unit**

Three filled Fraud Investigator positions within the Special Investigations Unit (SIU) have been deleted and three new Investigative Analyst positions have been added. The lower level Investigative Analyst classification was created in 2008, but never utilized. Restructuring SIU staffing to have three Investigative Analyst positions to support the Investigators is a more cost-efficient model used in other counties.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (380,065)      | 0                   | 0        | (380,065)       | (3)       |
| 0               | 303,273        | 0                   | 0        | 303,273         | 3         |

**8. Eliminate Support Services Agreements with HSA and the County Medical Center**

The Service Agreements between the Health System of Health and the Human Services Agency (HSA) to provide Benefits Analyst support for the ACE and Healthy Kids low cost health programs has been eliminated. This action transfers four Benefits Analysts to perform other duties within HSA and transfers two Benefit Analyst positions over to the Health System. The Health System and HSA are in the process of redesigning the staffing requirements to determine eligibility for the ACE and Healthy Kids programs. There will be little or no impact to the clients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 136,477         | (197,430)      | 394,860             | 0        | 60,953          | (2)       |

**9. Reduction in Overhead Expenditures**

As part of the Agency's 10% Net County Cost reduction plan, this adjustment decreases the prorated share of cost transfer charges from Office of Agency Director and Program Support commensurate with decreases made in those units. There is no anticipated impact on performance or services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (682,323)       | (910,482)      | 0                   | 0        | (288,159)       | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 22,253,418      | 22,918,781     | 234,112             | 0        | 899,475         | (8)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases. Revenue is expected to see a decrease primarily due to the anticipated loss of ARRA funding. In addition to the loss of ARRA funding, the Agency will not continue to utilize the available Reserves used during FY 2010-11 to support the anticipated growth in General Assistance expenditures. These decreases are offset with revenue from ongoing state and federal programs. The Agency's appropriation will be reduced by the one-time ARRA funded unemployment and re-employment programs. With the exception of salary step increases, the Agency anticipates that all expenditures will be held flat at FY 2010-11 levels.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (21,109,481)    | (21,109,481)   | 0                   | 0        | 0               | 0         |

## Child Welfare Services (7400B)

### Program Locator

County  
 Prosperous Community  
 Human Services Agency  
 Office of the Agency Director  
 Program Support  
 Economic Self-Sufficiency  
 ▷ **Child Welfare Services**  
 Prevention and Early Intervention

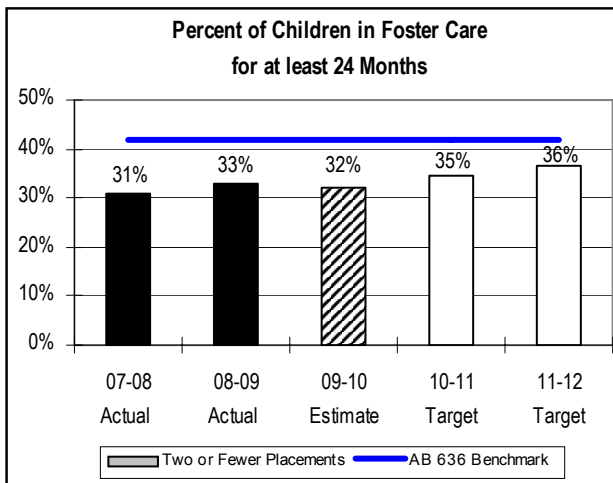
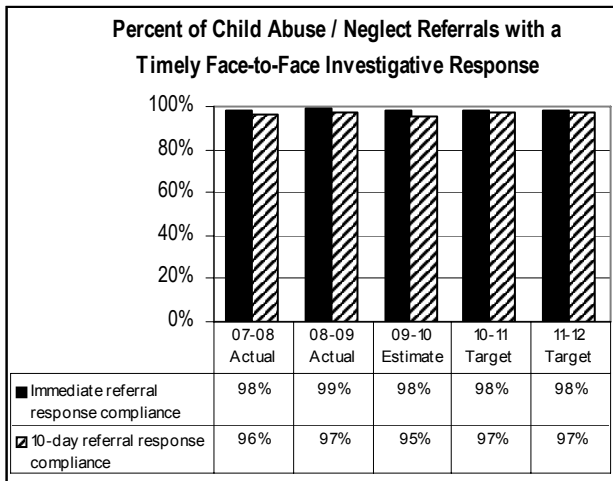
### Services and Accomplishments

CWS primarily contributes to the Shared Vision of a Healthy Community by 2025 by offering community based early intervention and supportive family-focused services to enhance family strength and child well-being, in collaboration with community partners. CWS includes Children and Family Services, Emergency Response, Family Maintenance / Reunification, Adoptions, Homefinding, Foster Care Payments, Adolescent Services, and the Receiving Home.

The following are major accomplishments in the current year:

- Identified and located 148 relatives through contracted family finding services and staff search efforts
- Provided access to housing for sixteen former foster youth with housing vouchers in the Family Reunification Program, a partnership with the Department of Housing
- Promoted the need for adoptive homes, highlighting children of color, sibling groups and older children, through the Bay Area Heart Gallery recruitment event in November 2009
- Equipped CWS staff to improve their levels of decision making and develop successful case plans by changing systems and practices as part of the implementation of Structured Decision Making (SDM), an online evidence-based risk assessment tool; benefits include clearly defined and consistently applied decision making criteria to determine risk and safety; and effective case plans identifying family needs and strengths
- Decreased the percent of African American children in out-of-home care from 30% of all children in care to 27.4% of children in care through implementation of promising practices that promote awareness, enhance family finding, and engage community participation and support. Overall rates of guardianship and adoption for African American children increased.
- Developed and implemented a foster parent recruitment strategic plan to provide structure and focus for recruitment efforts
- Created the system to ensure complete medical expert assessments are conducted in child abuse evaluations through a formal agreement with the San Mateo Medical Center in January 2010
- Completed an extensive child and family system review (CSFR) in collaboration with County departments and input from community partners consisting of a Peer Quality Case Review, Self Assessment and System Improvement Plan. San Mateo County's assessment exemplified the highest standards of analysis and will be used as a training model by CDSS

### Headline Measures



### Program Outcome Statement

Child Welfare Services (CWS) provides a continuum of early intervention, protection, and permanency services and supports that promote lifelong stability and maximize child and family well-being.

### Story Behind Performance

Child Welfare Services uses evidence based practices to achieve improvement goals and actively analyzes data to monitor performance and make informed policy decisions. A new risk assessment tool, Structured Decision Making (SDM), was

implemented this year, and will enhance the agency's risk assessment at all stages of investigation and case planning.

Performance targets were met in two of three Headline measures. The immediate face-to-face investigative response compliance was met at 98%. The target for 10-day investigative response compliance was not met, which may be due in part to the implementation process of the SDM tool, which places a larger focus on imminent risk, resulting in an increased number of referrals needing an immediate response. Staff were redirected to meeting the increased number of immediate referrals, resulting in the target for 10-day compliance not being met. CWS still meets the State standards of 95% response compliance for both measures. The agency met the internal target for the permanent placement rate of children in foster care 24 months or longer at 19%. Placement of older foster youth has been addressed through the implementation of the Host Family model. This led to sixteen youth finding placement with host families.

The initiative of reducing disproportionality of children of color in the child welfare system made progress through efforts of the CWS Disproportionality Work Group. San Mateo participated with 10 other counties to identify six fast-tracked practice implementations in the areas of asset building, community outreach and creation of a Disproportionality Review Committee. These projects will be undertaken on a small scale, evaluated for success, and expanded to larger areas and target populations.

CWS strengthened partnerships with county departments that are involved in children and family services. The Juvenile Probation, Health Services, and Sheriff's departments participated in the triennial review, self assessment and system improvement plan projects. Initiatives were identified to improve outcomes in safety, permanence and stability, and well being of children in care. San Mateo County's assessment exemplified the highest standards of analysis and has been selected by the California Department of Social Services (CDSS) as a training model for other counties.

In consideration of the State and local budget situation, CWS will continue to work to maintain the agency's capacity to meet federal standards. Shifting priorities in funding have caused CWS to review its internal organizational and service delivery structure to ensure maximum efficiency in service provision. Maintaining compliance with Council on Accreditation (COA) standards, meeting federal performance standards, and implementing strategies outlined in the System Improvement Plan will be the benchmark for success.

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

- To provide innovative and quality services in light of state and local budget deficits
- To maintain the current level of service delivery and community capacity to meet the needs of children and families
- To achieve and maintain children and family services outcomes and indicators across numerous changing state and federal outcomes, local standards, mandates, and regulations in child welfare

- To maintain accreditation status by continuing to incorporate best practices that were identified and implemented as part of the accreditation review process
- To maintain language and cultural competencies in CWS staffing, services, and placements to eliminate disparities
- To maintain foster home and licensed group home providers given stagnant or reduced monthly payment amounts
- To meet performance objectives required in the Federal Children and Family Service Reviews (CFSRs)
- To improve CWS outcomes by using evidence-informed practices and data-driven decision making

**Program Objectives**

Child Welfare Services will meet performance targets by doing the following:

Increase the Percentage of Children in Foster Care for 24 Months or Longer Who are Discharged to a Permanent Home

- Review information obtained at transitional conferences to identify possible significant adults who may be potential kin or foster parents to adolescents
- Conduct targeted recruitments for medically fragile children, homes that will accept sibling groups and homes that will accept difficult children
- Expand Host Family model in order to increase the number of host families identified for emancipating youth
- Prevent at-risk situations through appropriate Team Decision Making (TDM) training to Juvenile Probation and mental health staff for connecting families with community organizations that can provide needed services
- Develop an exit plan form and procedure to be implemented for TDMs held at case closure

Decrease the Percentage of Children Who Re-enter Foster Care in Less than 12 Months from the Date of Reunification

- Implement, evaluate and expand the family conferencing model to identify service needs and link families to services. Ensure that services provided by contractors and community based services match the mitigating issues faced by families.
- Recruit and train foster parents and mentors whose success in the system will be a resource to support birth parents
- Reduce barriers to successful reunification and family stability by consistently conducting TDMs at case closure and ensuring that after-care case management services are provided in-home or in the family's community

Increase the Percentage of Children Who Experience Two or Fewer Placements While in Foster Care for at Least 24 Months

- Conduct targeted recruitments for medically fragile children, homes that will accept sibling groups and homes that will accept difficult children
- Assess and modify the level of support and specialized training being provided to foster parents and kin care givers in order to strengthen coping skills and address behavioral issues following placement



## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of children adopted   | 55                   | 42                   | 35                     | 40                   | 40                   |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of child abuse / neglect referrals with a timely face-to-face investigative response:  |                      |                      |                        |                      |                      |
| - Immediate referral response compliance   | 98%                  | 99%                  | 98%                    | 98%                  | 98%                  |
| - 10-day referral response compliance  | 96%                  | 97%                  | 95%                    | 97%                  | 97%                  |
| Percent of timely social worker visits with children on open cases   | 96%                  | 96%                  | 96%                    | 97%                  | 97%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of all children in foster care for 24 months or longer who were discharged to a permanent home <sup>(1)</sup>  | 19%                  | 21%                  | 19%                    | 22%                  | 24%                  |
| AB 636 Measure C3.1-Exits to permanency (24 months in care)  | ≥ 29.1%              | ≥ 29.1%              | ≥ 29.1%                | ≥ 29.1%              | ≥ 29.1%              |
| Percent of children discharged from foster care to reunification who re-entered foster care in less than 12 months from the date of discharge <sup>(1)</sup> | 12%                  | 18%                  | 13%                    | 13%                  | 12%                  |
| AB 636 Measure C1.4-Reentry to Foster Care following Reunification   | ≥ 9.9%               | ≥ 9.9%               | ≥ 9.9%                 | ≥ 9.9%               | ≥ 9.9%               |
| Percent of all children in foster care for at least 24 months who experienced two or fewer placements <sup>(1)</sup>   | 31%                  | 33%                  | 32%                    | 35%                  | 36%                  |
| AB 636 Measure C4.3-Placement stability at least 24 months   | ≥ 41.8%              | ≥ 41.8%              | ≥ 41.8%                | ≥ 41.8%              | ≥ 41.8%              |

<sup>(1)</sup> Data reflects the most current views available from the California Child and Family Services Review AB 636 site. Prior year data for FY 2007-08 and FY 2008-09 may not mirror the CCFSR site as OBM results have been frozen during the budget cycle and will be updated during the next report cycle.

## Child Welfare Services (7400B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 225.0             | 225.0             | 191.0              | 186.0                  | (5.0)             | 186.0                  |
| Funded FTE                | 224.0             | 222.9             | 196.9              | 183.7                  | (13.3)            | 183.7                  |
| <b>Total Requirements</b> | 65,641,230        | 58,992,662        | 66,894,021         | 66,746,459             | (147,562)         | 65,717,413             |
| <b>Total Sources</b>      | 54,808,937        | 50,102,719        | 55,469,141         | 55,476,964             | 7,823             | 54,447,918             |
| <b>Net County Cost</b>    | 10,832,294        | 8,889,943         | 11,424,880         | 11,269,495             | (155,385)         | 11,269,495             |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Mandated Services         |                   |                   | 3,746,906          | 3,899,781              | 152,875           | 3,899,781              |
| Non-Mandated Services     |                   |                   | 7,302,249          | 7,069,607              | (232,642)         | 7,069,607              |
| Local Overmatch           |                   |                   | 375,725            | 300,107                | (75,618)          | 300,107                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$11,269,494 or 16.9%, of which \$7,369,714 or 65.4% is discretionary. This amount includes Mandated Services currently provided with maintenance-of-effort or local match requirements, and Discretionary Services that include child protection, differential response, transitional housing for youth, child abuse prevention and intervention, foster parent support, adoption, recruitment and retention, kinship support, and the children's receiving home.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; elimination of one-time Fund Balance; and reductions in contract expenditures. These increases are offset by reductions in Child Welfare Services contracts, cost transfer charges, general services and supplies; and the deletion of the Emancipated Foster Youth project.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (937,766)       | 943,156        | (16,140)            | (793,320) | 1,071,462       | 0         |

#### 2. Reduction in Workforce - Child Welfare Services

Four vacant Social Worker positions and one vacant Human Services Manager I in Child Welfare Services have been deleted as part of the Agency's 10% Net County Cost reduction plan. The elimination of these vacant positions will have minimal impact to client services; however, the remaining staff may experience an increase in workload as a result of the deletion of these positions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (164,143)       | (629,019)      | 0                   | 0        | (464,876)       | (5)       |

### 3. Reduction in Contract Appropriation - 10% Reduction Plan

As part of the Agency's 10% Net County Cost reduction plan the following contracts have been reduced: the Transitional Housing Placement Program (THPP) component of the Youth and Family Enrichment Services (YFES) contract. The State allocation for this program has been reduced and further reductions are anticipated. Client impact is expected to be minimal due to the low enrollment in this program. The contract with the Family Services Agency to provide visitation and therapeutic visitation services. There will be no impact to clients as services will continue to be provided by Child Welfare staff; however, caseloads will increase for existing staff. A reduction in the Respite Care contract. This contract has been underutilized and CWS will be implementing a "Prudent Respite Care System" to address similar service needs; therefore, the impact to clients will be minimal. County Counsel services will be decreased due to a review conducted by Child Welfare Services regarding usage of County Counsel and is making a concerted effort to restrict engagement to essential services. The impact to clients and the Agency will be minimal as the reduction correlates with decrease in Child Welfare Services caseloads. The elimination of the Tracy's Place of Hope contract. The decision to end this program was made by the Tracy's Place of Hope Board of Directors and was based on an internal analysis of resources as well as low enrollment and placement to the program. The impact to clients is anticipated to be minimal.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (106,992)       | (639,177)      | 0                   | 0        | (532,185)       | 0         |

### 4. Reduction in Cost Transfers from Program Support and Office of Agency Director

As part of the Agency's 10% Net County Cost reduction plan, this adjustment decreases the prorated share of cost transfer charges from Office of Agency Director and Program Support commensurate with decreases made in those units. There is no anticipated impact on performance or services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (76,596)        | (306,382)      | 0                   | 0        | (229,786)       | 0         |

### 5. Re-appropriate Fund Balance

Fund Balance has been re-appropriated for two areas; to fund the purchase of a second supportive housing facility for Emancipated Foster Youth and to restore Children and Youth System of Care (CYSOC) projected Year End Fund Balance. There is no client impact.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,293,320       | 500,000        | 0                   | 793,320  | 0               | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 7,823           | (131,422)      | (16,140)            | 0        | (155,385)       | (5)       |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time Fund Balance; and elimination of one-time projects and equipment.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (1,029,046)     | (235,726)      | 0                   | (793,320) | 0               | 0         |

## Prevention and Early Intervention (7500B)

### Program Locator

County  
 Prosperous Community  
 Human Services Agency  
 Office of the Agency Director  
 Program Support  
 Economic Self-Sufficiency  
 Child Welfare Services

▷ **Prevention and Early Intervention**

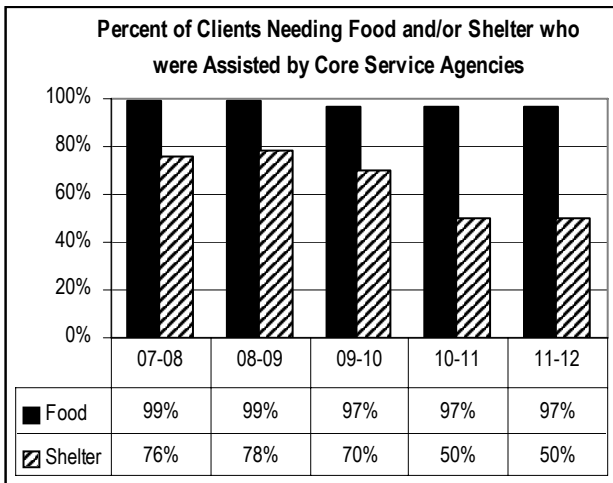
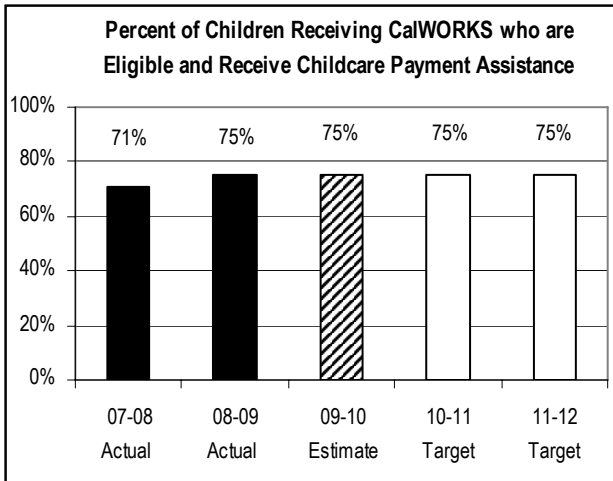
### Services and Accomplishments

PEI primarily contributes to the Shared Vision of a Healthy and Prosperous Community by 2025 by providing a broad spectrum of services to help prevent major family crisis, and providing residents with access to seamless prevention and early intervention services including shelter services, safety net services, the Day Worker program, Children’s Fund, Childcare Payment Assistance, Veterans Services, Jobs for Youth, and Family Resource Centers.

The following are major accomplishments in the current year:

- Supported the operation of the North Fair Oaks Day Worker Program through the Multicultural Institute that registered 550 workers and placed 267 individuals in jobs in the community
- Served 4,801 children and families through donated goods and services provided by the Children’s Fund through a variety of programs, e.g. Back to School Backpack Drive; Halloween Costume Program; Holiday Gift Program; and Adopt-A-Family.
- Provided employment services to an estimated 3,329 youth by creating additional and maintaining existing community business partnerships
- Implemented the Summer WIA Subsidized Employment Program (Summer of 2009) and served 61 youth, with 46 being placed in jobs in San Mateo County
- Secured \$1,212,616 in one-time benefits issuance for single and retroactive benefits to Veterans through HSA Veterans staff
- 2,400 children received child care through child care assistance payments provided to low-income families
- Served an estimated 2,300 new referrals of children and families for counseling support and education services at Family Resource Centers
- Partnered with County Department staff and East Palo Alto, East Menlo Park and Redwood City community providers to hold a Homeless Connect Event in East Palo Alto that served 137 individuals who were homeless and unhoused with an array of goods and services to meet their immediate needs
- Collaborated with a variety of community-based partners and provided funding and consultation to Project WeHope in East Palo Alto to implement the first Warming Shelter in EPA to address the needs of adults who are homeless and unhoused
- Supported Puente de la Costa Sur (located in Pescadero) in becoming the eighth Core Service Agency by increasing awareness of the array of needs of the low-income residents in the South Coast area of the County
- Implemented the innovative Green Jobs Academy for approximately 100 CalWORKs clients

### Headline Measures



### Program Outcome Statement

Prevention and Early Intervention (PEI) provides quality and accessible integrated services that promote self-sufficiency and the overall health and well-being of youth, individuals, families, and communities.

### Story Behind Performance

Prevention and Early Intervention Services contributes to a Healthy and Prosperous Community by providing a broad spectrum of services throughout the County that promote self-sufficiency and the overall health and well-being of youth, individuals and families that

contributes to a Healthy and Prosperous Community. One example of how we achieve this is by providing much needed child care services to eligible CalWORKs families who are taking steps to achieve self-sufficiency by actively engaging in approved work related activities or by finding employment. Currently, the percent of children served through CalWORKs who are eligible and served through child care payment assistance has met the 75% target and has provided child care assistance payments for low-income families which enabled 2,400 children to receive child care.

Another example of how Prevention and Early Intervention Services contributes to a Healthy and Prosperous Community is through eight Core Service Agencies. The eighth Core Service Agency, Puente de la Costa Sur was added this year, and is currently supporting the previously identified need in services that existed in the Pescadero and La Honda communities of the County. All the Core Service Agencies play a critical role in either directly or by referral providing food, clothing, utility payment assistance, shelter assistance, and an array of other safety net services to individuals and families or providing direct referrals to partner agencies that can meet the needs of their community residents. An increased demand for food and shelter continues to rise significantly as the economic downturn continues. The Core Service Agencies have provided 12,403 individuals with food assistance through the end of December 2009 and has exceeded the 97% target of clients needing food who were assisted by Core Service Agencies. The Core Service Agencies have also provided 4,946 Individuals / Families with shelter assistance through the end of December 2009 and has exceeded serving the 50% target of clients needing shelter who were assisted by Core Service Agencies.

Providing prevention and early intervention services to individuals and families throughout the county has become even more critical during these economic times due to the pressures felt by families throughout the county in meeting their immediate needs. Having convenient locations throughout the County for residents to access services continues to be a good model for serving individuals and families. This model also assists in supporting a healthy and prosperous community. Some highlights of services provided through Prevention and Early Intervention Services has included provision to 2,300 families with counseling support and education as well as direct referrals to Benefit Analysts of families for determination of eligibility for benefits such as Food Stamps, Medical and CalWORKs. The Jobs for Youth Program was able to serve 3,329 youth with employment services and also created community business partnerships that support youth in obtaining work during the summer months. These services demonstrate ongoing support and importance of positive youth development. The Children's Fund also served 4,801 children and families through donated goods and services provided by a variety of programs, e.g. Back to School Backpack Drive; Halloween Costume Program; Holiday Toy Program; and Adopt-A-Family.

HSA has implemented an innovative subsidized employment program known as The Green Jobs Academy. This new program offers 8 weeks of class room training and 8 weeks of a paid internship with a green job employer. The business partnerships

established by the Green Jobs Academy provide industry services such as manufacturing / building processes, increasing the use of renewable energy, water conservation, waste management and increasing energy efficiency. Not only has HSA been able to provide 100 CalWORKs clients with training and transitional employment, but the Green Jobs Academy has invested funding directly into the County's local businesses by covering 100% of the cost of employment through Federal Stimulus Package dollars.

Prevention and Intervention Services is facing significant challenges in meeting the increased need for safety net services in communities throughout the County while financial supports are limited. Continued prioritization of the needs and services will be critical while addressing the increased demand for services and supports from the eight Core Service Agencies as they continue to provide shelter and safety net services to more individuals and families in their communities. HSA will integrate recommendations from the Stanford Alumni Consulting Team (ACT) Review to identify opportunities for greater efficiencies and potential cost saving in the management of these contracts and in relationships with these community-based organizations. Family Resource Centers have also experienced challenges in continuing serve vulnerable children and families with the closure of 2 Family Resource Centers and a reduction in staff. HSA is currently reviewing the Family Resource Center model approach that provides prevention and early intervention services to the most vulnerable children and families in targeted communities and will redesign the model with Agency partners.

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

- To sustain funding and best utilize Net County Cost in the current financial environment. Prevention and Early Intervention Services will be focusing on targeted communities and prioritizing activities that have the greatest impact on the most vulnerable populations
- To increase prevention and early intervention services in the Northern Area of San Mateo County, i.e. Daly City and South San Francisco by partnering with existing service providers
- To maintain ongoing collaborative relationships with existing community partners and to respond to and prioritize contract provider and community requests for additional funding aligning with the Strategic Plan for HSA
- To continue the countywide collaborative effort to support implementation of HOPE, the County's Ten Year Plan to End Homelessness by maintaining linkage and aligning priorities with existing organizations for sustaining County services
- To redesign the Family Resource Center model as an approach to provide prevention and early intervention services to the most vulnerable children and families in targeted communities
- To provide assistance to an increasing number of veterans in determination of their benefits and linkage to supportive services to maintain this stabilization in the community

**Program Objectives**

Prevention and Early Intervention will meet performance targets by doing the following:

Support Core Service Agencies in Assisting 32,000 Clients Needing Food, Shelter, and Other Safety Net Services

- Support effort for maintaining on-going Food and Shelter Sub-Committee implemented through the Economic Urgency Initiative of the County to enhance ongoing collaboration amongst community providers of safety net services
- Develop a continuous quality improvement effort to implement consistent data entry processes utilizing standard definitions of outcomes and integrating recommendations from the Stanford ACT Review

Continue Progress Toward Ending Homelessness through HOPE by Increasing Housing Opportunities and Supportive Services

- Disseminate achievement information to community stakeholders on the 2-year strategies developed from the 2009 Homeless Census Report
- Utilize existing funding to focus on rapid re-housing to prevent individuals from losing their housing
- Improve access to services for the chronically homeless by holding one Homeless Connect event
- Ensure all providers utilize the HMIS (Homeless Management Information System) to accurately track homeless services demand, utilization, and outcomes

Assist 2,000 Families Referred for Counseling Services at the Family Resource Centers (FRC)

- Assure all FRC clients are screened for and receive services for which they are eligible by continuing the communication and referral process between the Social Workers and Benefit Analysts
- Improve the process to capture and use data and information about individuals and families referred to and using FRC services

Provide Childcare Payment Assistance to 2,400 Children

- Support efforts that assist with maintaining the existing number of child care slots countywide and maintain child care assistance for CalWORKs families that are employed or performing activities that lead to employment

Provide 200 Veterans and Their Families with Appropriate Services and Referrals to support their stability in the community

- Continue to identify, screen and obtain benefits for Veterans eligible for services
- Increase knowledge of the array of resources among veterans, within HSA, and in the community
- Maintain strong working relationships with existing community partners, other community partners and programs to facilitate countywide access to services for veterans

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of initial contacts made by Veterans   | ---                  | 200                  | 200                    | 200                  | 200                  |
| Number of families referred for counseling services at Family Resource Centers                                  | 2,302                | 2,757                | 2,300                  | 2,000                | 2,000                |
| Number of clients served by Core Service Agencies contracting with HSA:   |                      |                      |                        |                      |                      |
| - Individuals   | 26,660               | 32,815               | 32,000                 | 32,000               | 32,000               |
| - Families  | 9,664                | 11,686               | 12,000                 | 12,000               | 12,000               |
| Number of children served through child care payment assistance   | 2,765                | 2,736                | 2,685                  | 2,400                | 2,400                |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of children receiving CalWORKs who are eligible and receive childcare payment assistance <sup>(1)</sup> | 71%                  | 75%                  | 75%                    | 75%                  | 75%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number of households receiving assistance from HSA to secure or maintain housing (data development)             | ---                  | ---                  | ---                    | ---                  | ---                  |
| Percent of clients needing food and / or shelter who were assisted by Core Services Agencies:                   |                      |                      |                        |                      |                      |
| - Food  | 99%                  | 99%                  | 97%                    | 97%                  | 97%                  |
| - Shelter <sup>(2)</sup>  | 76%                  | 78%                  | 70%                    | 50%                  | 50%                  |

<sup>(1)</sup> Childcare payment assistance begins with the family's entry into the CalWORKS program.

<sup>(2)</sup> Includes referrals to shelters, motel vouchers, and financial assistance for Section 8 deposits, move-in costs, and rent. A quality improvement effort is underway to develop and track consistent use of Core Service Agency and shelter service delivery terminology.

## Prevention and Early Intervention (7500B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 47.0              | 50.0              | 43.0               | 43.0                   |                   | 43.0                   |
| Funded FTE                | 47.0              | 50.0              | 43.0               | 42.5                   | (0.5)             | 42.5                   |
| <b>Total Requirements</b> | 11,462,604        | 15,436,057        | 17,477,654         | 15,672,605             | (1,805,049)       | 15,421,916             |
| <b>Total Sources</b>      | 8,561,618         | 9,307,337         | 10,843,600         | 9,010,419              | (1,833,181)       | 8,759,730              |
| <b>Net County Cost</b>    | 2,900,986         | 6,128,719         | 6,634,054          | 6,662,186              | 28,132            | 6,662,186              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Child Care Services MOE   |                   |                   | 77,151             | 138,039                | 60,888            | 138,039                |
| Non-Mandated Services     |                   |                   | 6,556,903          | 6,524,147              | (32,756)          | 6,524,147              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,662,186 or 42.5%, of which \$6,595,564 or 99% is discretionary. Discretionary Services include Child Care, Motel Voucher Program, Homeless Shelters, Core Service Agencies, Jobs for Youth, Veterans Services, Domestic Violence, Day Worker Program, Extraordinary Circumstances Funds and Family Resource Centers.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; inclusion of reduction in revenue due to a decrease in the Child Care allocation and corresponding Child Care assistance payments; salary savings for temporary vacant positions; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contract expenditures and miscellaneous services and supplies costs; and decreased reimbursement from the elimination of Jobs for Youth funding and a change in the cost methodology of Domestic Violence services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (2,137,174)     | (2,088,896)    | 395,470             | (313,335) | 130,413         | 0         |

#### 2. Child Care Reserves

Fund Balance will be set aside in Child Care Reserves to meet a variety of specific child care needs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 313,335         | 0              | 0                   | 313,335  | 0               | 0         |



### 3. Reduction in Family Resource Centers (FRCs) Facility Costs, Vehicle Costs, and Cost Transfer Charges

As part of the Agency's 10% Net County Cost reduction plan, this funding adjustment reduces facility costs and vehicle costs. In addition it decreases the prorated cost transfer charges from Office of Agency Director and Program Support commensurate with decreases made in those units. There is no anticipated impact on performance or services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (9,342)         | (96,394)       | 0                   | 0        | (87,052)        | 0         |

### 4. Reduction in Domestic Violence Contract Appropriations

As part of the Agency's 10% Net County Cost reduction plan, this adjustment reduces under utilized contract appropriations in Domestic Violence. There is no anticipated impact on performance or client services as a result of this adjustment.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (15,229)       | 0                   | 0        | (15,229)        | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,833,181)     | (2,200,519)    | 395,470             | 0        | 28,132          | 0         |

### **FY 2011–12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

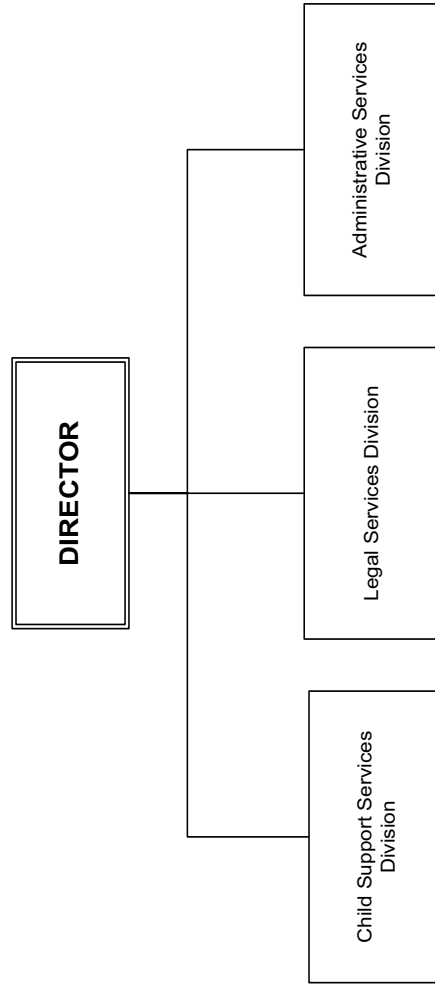
#### 1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time child care reserves and Fund Balance, offset by an increase in revenue reimbursement due to increased personnel costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (250,689)       | 62,646         | 0                   | (313,335) | 0               | 0         |

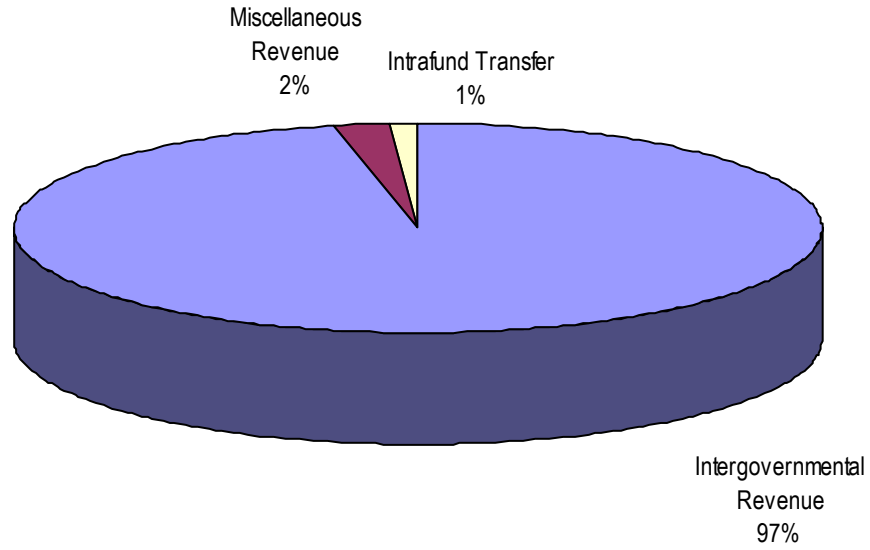
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**DEPARTMENT OF CHILD SUPPORT SERVICES**

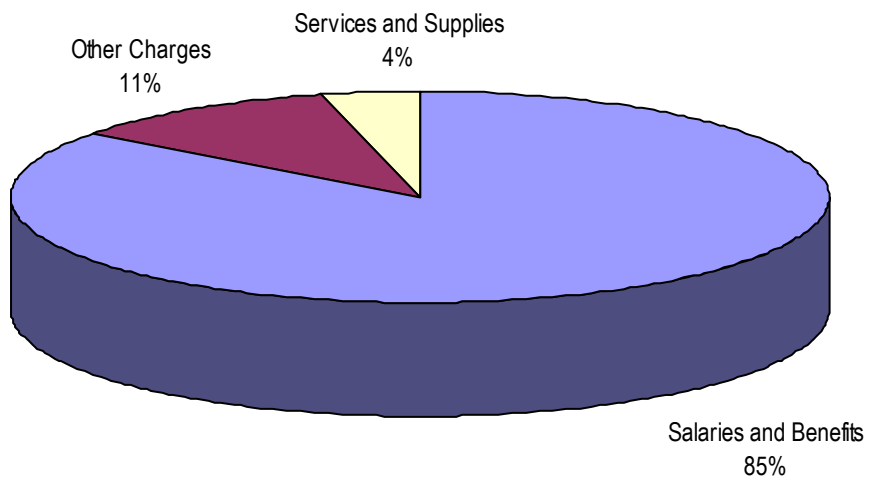


## Department of Child Support Services

### FY 2010-11 Recommended Sources



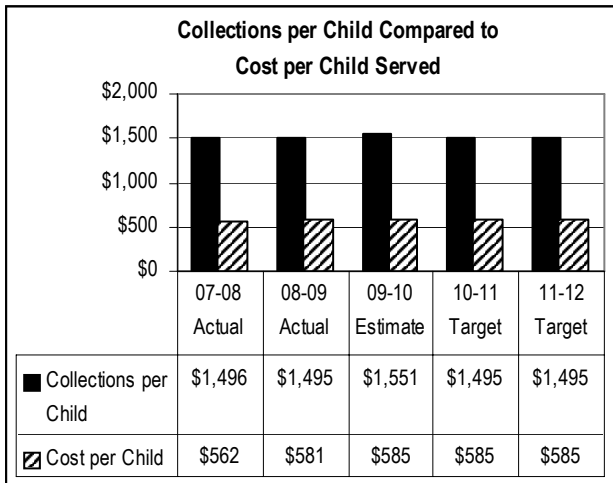
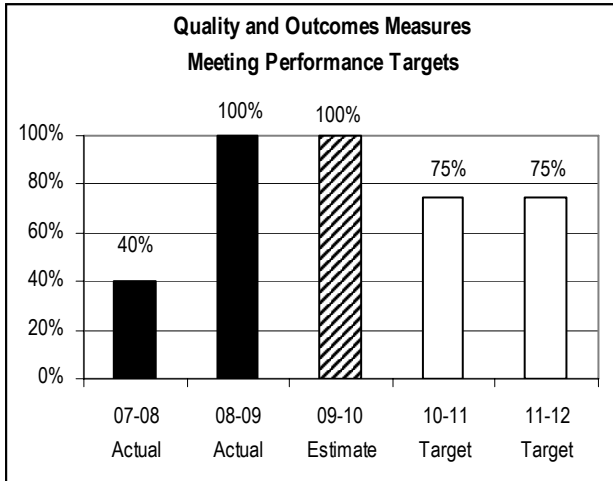
### FY 2010-11 Recommended Requirements



**Department Locator**

County  
 Prosperous Community  
 Human Services Agency  
 ▷ **Department of Child Support Services**  
 Human Resources Department

**Department Measures**



**Department Mission Statement**

The Department of Child Support Services enhances the quality of life for children and 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.

**Contributions to Shared Vision 2025 (Fiscal Years 2005–2009)**

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

- Paternity Establishment**

The Department recognizes that children without a legal father cannot receive financial support and are denied many social benefits. In Federal Fiscal Year (FFY) 2008-09, San Mateo County established paternity for 1,542 children. Through the establishment of paternity, 13,855 children in San Mateo County have access to family health information, access to their father's social security benefits and are entitled to financial and medical support from both parents.
- Financial Support Orders**

The Department establishes the amount of child support a non-custodial parent owes via a court order. In FFY 2008-09, the Department focused on obtaining orders that were reasonable and reached out to parents through intensive case management to ascertain their current economic situation. To this end, staff have begun to meet with both parents earlier in the order establishment process. The Department serves parents in-house with legal documents, provides a Child Support kit to simplify the process and provides reminders to parents about their options prior to obtaining a judgment. This allows for more accurate income to be used in the calculation of support owed and the likelihood of a greater degree of compliance in making their payments. Through the establishment of approximately 1,400 support orders, over 13,500 families in San Mateo County have a court order which contributes to their financial and medical well being.
- Collection and Distribution of Child Support**

The Department has strengthened its collection efforts by engaging child support staff in early intervention efforts and assessing what external factors may impact an obligor's ability to meet their child support obligations. These efforts have resulted in collections of \$29.6 million in FFY 2008-09. Of that total, \$18 million was disbursed to families that have never received public assistance. \$9.6 million went to families that were formerly receiving public assistance to help them remain self sufficient. A total amount of \$2 million was returned to the Federal, State, and County government as welfare recoupment.
- Job Train**

The Department continues to partner with Job Train in FY 2009-10 to work with the most difficult obligors in providing vocational assessment, job training, job search assistance and securing employment. Non-paying obligors who are facing jail time are referred to Job Train at the time of their court hearing. They are also required to meet with a counselor immediately following the hearing for a comprehensive needs assessment. Obligor referred to Job Train through this program must overcome difficult barriers to reach employment. Of the referred

participants, currently 25% are facing hurdles associated with incarceration and about 10% are facing issues related to poor job history and limited English skills. Of those referred to Job Train and now paying, the Department has collected an average of \$1,000 per obligor. This financial support was sent to their families to help with the everyday needs of raising a child.

**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.

• **Fatherhood Collaborative**

The Department continues its long standing relationship with Fatherhood Collaborative of San Mateo County by providing operational support for its events and programs. The Fatherhood Collaborative's mission is to provide a forum to address and support the importance of men and fathers taking an active role in the well being of children and families. The Department supported the Collaborative's 2010 Fatherhood Conference focused on "Engaging Fathers." This full day conference included workshops on connecting fathers with their children after separation, achieving buy-in from dads for non-mandated services, and tips on how to create a father friendly agency. The Conference focused on developing concrete strategies for working with fathers to develop a mutually beneficial relationship that promotes the well being of their children. Additionally, the Department worked with the Collaborative to establish a roster of family law attorneys who volunteered to provide limited scope representation to fathers on their family law matters. This provides another resource for Non Custodial Fathers that helps them successfully navigate through complex child support, custody, and visitation issues.

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

• **Medical Support Orders**

The Department recognizes medical, dental, and vision insurance are key components of quality healthcare. Health care coverage is by far the most important predictor of whether children will receive needed health care. Uninsured children receive fewer aggregate annual physician visits than their insured counterparts, and they are significantly less likely than publicly insured poor children to identify a usual source of routine care. At the close of FFY 2008-09, the Department had established 8,204 medical support orders that improve healthcare for children and reduces government costs by providing private insurance for many children that would otherwise be on public health insurance or uninsured.

• **California Re-entry Program at San Quentin**

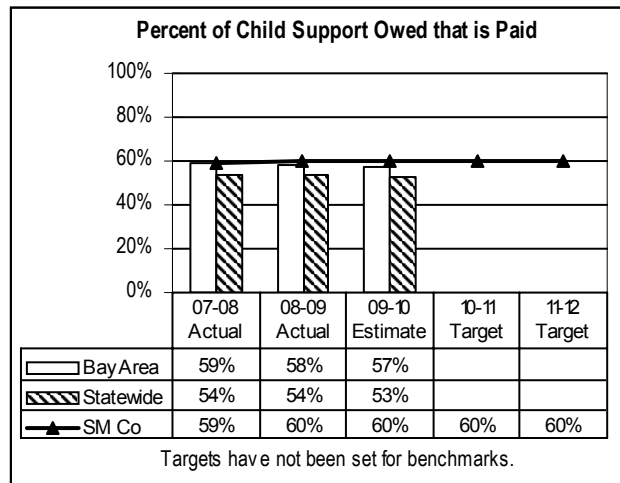
The Department participated in a Resource Fair at San Quentin State Prison for San Mateo County inmates who were scheduled to be released back into the community within the next few months. The mission of the California Re-entry Program is to assist California prisoners in successfully

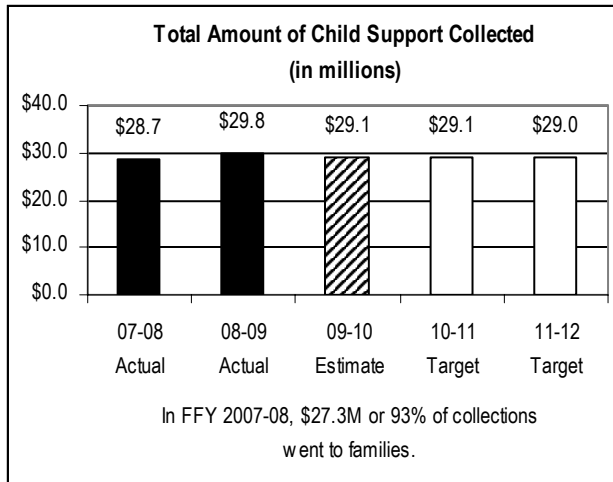
reentering society. This includes developing parole plans, providing assistance to prisoners in obtaining support services in their local community, promoting public support of the program, and ultimately providing a model for re-entry programs that can be replicated throughout the state. Child Support Staff met with over 30 incarcerated fathers and answered their questions regarding their respective child support obligations. This included reviewing cases for possible modification of court orders and screening these soon to be parolees for participation in the Compromise of Arrears program. Staff worked with the inmates to develop a plan to successfully allow them to manage their child support obligations upon release from prison.

• **Parole and Community Team (PACT)**

The Department participates in monthly PACT meetings throughout the County to continue to attempt to educate and provide intensive support to recent parolees. Staff presence at these meetings improves communication and provides another opportunity to educate obligor parents regarding the child support process and their individual issues. Parolees receive help with obtaining a release of their driver's license, modifying their child support orders so they are in line with their current ability to pay, and determining eligibility for the Compromise of Arrears Program. The Department actively works with parolees to assist them with potential barriers to successful reentry into society.

**Headline Measures**





### Services and Accomplishments

The Department of Child Support Services primarily contributes to the Shared Vision of a Prosperous Community 2025 by establishing and enforcing child and medical support orders so that children grow up in a financially supportive home with increased access to healthcare. A family's receipt of monthly child support has a profound effect on their daily lives. For many families, the difference between public assistance and self sufficiency is the receipt of regular child support. The receipt of child support provides for life's necessities, including food, clothing, shelter, and the participation of children in school activities. Services are free to all residents of San Mateo County.

The following are major accomplishments in the current year:

#### PROSPEROUS COMMUNITY

- Maintained overall performance by collecting \$29.2 million in child support
- Increased the percentage of never and formerly assisted families receiving support by 3.1%
- Answered 52,000 calls while maintaining wait times of less than 90 seconds
- Successfully implemented shared call center services for Marin, San Benito, and Santa Cruz Counties

#### COLLABORATIVE COMMUNITY

- Provided in court direct referrals to Job Train for employment assistance services
- Provided in court direct referrals to the Family Law Facilitator's Office for modification assistance
- Participated in the California Re-Entry Program at San Quentin Prison
- Attended monthly PACT meetings to assist parolees
- Continued partnership with Wells Fargo Bank to provide financial literacy skills and financial responsibility of parenthood classes at El Camino High School
- Continued services for incarcerated obligors through programs with the Service League of San Mateo County

- Continued outreach activities for veterans through the Veteran's Hospital in Menlo Park, focusing on educating veterans on the Compromise Of Arrears Program (COAP) program and modification of court orders
- Continued to encourage and support fathers in taking an active role in the life of their children through the Department's involvement in the Fatherhood Collaborative Advisory Board of San Mateo County

### Story Behind Performance

The Department has maintained high overall performance levels despite increased unemployment and an overall job loss due to the weak economy. The total amount of child support collected remained relatively flat at \$29.2 million for FFY 2009. The Department identified the economy's new challenges early on and has taken proactive steps to assist parents with compliance.

The Department implemented a comprehensive Early Intervention Project (EIP) for new cases to ensure child support payments are made. Historically, child support staff have monitored cases, and reacted with appropriate enforcement actions only when an obligor had not made a payment. The EIP reversed this strategy to focus on proactive efforts to aid in compliance and ensure a payment is made according to the court order. The EIP is preventative in nature and is founded on the philosophy that personal interaction with clients is a mutually beneficial approach. It consists of a targeted approach to prevent child support delinquency and ultimately improve performance in key federal / state performance measures, such as the percent of current support collected. The crux of the plan is proactive consistent communication with child support clients. The goal is to establish a collaborative working relationship with a client that ultimately increases cooperation and compliance with their child support obligation.

Last year the Department experienced a 30% increase in modifications filed with the Court. The Department launched a new initiative to contact each parent who was paying regularly and suddenly started paying via unemployment intercept. A report of all obligors paying by unemployment is prepared each month and workers are required to contact the parent by phone to advise them of their right to a review of their child support order based on their current employment status. If contact is not made by phone, workers will send a letter communicating their right to review.

In addition, The Department collaborated with the Family Law Facilitator's office and Job Train by offering direct access to employment assistance services and modification requests through our contempt docket. The Family Law Facilitator assists obligors with expedited filing of a motion for modification when circumstances have changed. Job Train set up a follow-up appointment with the obligor for assistance with employment placement, resume writing, and other barriers to employment. The goal is to aide parents during difficult times by making them aware of their rights, linking them with organizations to assist them with barriers to employment, and possibly avoid the accrual of child support arrears. The Department continues to conduct delinquent outbound dialing campaigns to

remind parents who are 60 days or more overdue that a payment has not been received and encourage them to contact us to discuss their current status.

In a continued effort to leverage our high performing child support call center and maintain high customer service levels to our clients, the Department entered into call center shared services agreements with the counties of San Benito, Santa Cruz, and Marin. On August 25<sup>th</sup>, 2008 the Department transitioned to the statewide Enterprise Customer Service Solution (ECSS). This created a single point of contact for any child support issue across the state. This new tool is comprised of a universal customer phone number and a web portal for easy access to personal case information. The new system, allowed us to leverage existing capacity within our call center to provide call center services for other counties and maintain existing staff and service levels, while improving the customer service levels to clients throughout our region.

While the Department continues to explore and develop more strategies to improve overall performance, child support performance is directly tied to our economy and the job market. The economy and the state's high unemployment rate affect child support compliance. While the Department experienced an increase in the overall number of cases paying support, there was a decline in the total dollars collected of 1.3% this FFY.

The Department's goal for the future is to continue to proactively manage the program, through the use of creative case management techniques and by leveraging technology, in an effective and efficient manner to benefit the children and families served.

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

- **Challenges in State Funding**—The Department is fully funded by the California Department of Child Support Services. The Department of Child Support Services has maintained high overall performance levels despite significant cost increases without corresponding funding adjustments for eight consecutive years. The Department has experienced a reduction in staffing of over 30% during this same time period.
- **Evolution of Program Focus**—In FFY 2008-09, there were over 13,000 active cases in the Department's caseload. Over the years, the child support enforcement focus has moved from a public revenue recovery operation to one designed to provide a reliable income source for children and families. A reliable income source increases parents' ability to consistently provide life's necessities for their children. In FFY 2008-09, \$27.6 million or 93% of child support collections were distributed directly to families. The Department's collections represent a real gain in household income for the families of San Mateo County.

### **Key Department Initiatives**

#### **1. Early Intervention and Arrears Prevention Strategies**

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

- Prosperous Community

- Collaborative Community

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

- Improve early client engagement in the child support process
- Communicate the benefits of active participation to parents and guardians in the establishment and enforcement of child support orders
- Develop a cost effective strategy to deliver a consistent and persistent message to clients
- Education and awareness

##### **Goals:**

- Engage obligors in the early stages of the child support process
- Increase compliance with support orders

##### **Objectives:**

- Increase the percentage of current support collected equal to or greater than the prior year
- Increase the percentage of cases with collections in arrears equal to or greater than the prior year
- Increase the percentage of cases with orders will be equal to or greater than the prior year

##### **Major milestones:**

- Implement adopted plan: July 2009
- First evaluation of Early Intervention Plan: January 2010
- Develop recommendations to expand the scope of the plan: February 2010
- Continued Assessment and Process Improvement: March 2010 – June 2010
- Database enhancements to improve tracking of outcomes: Ongoing
- Evaluation of expanded plan: June 2010

##### **Partners:**

- Superior Court
- Human Services Agency
- Other local child support agencies
- Community based and non-profit organizations

##### **FY 2010-11 Budget Impact:**

No additional budget impacts are expected. The reallocation of Department resources to meet the staffing and workload demands of this project are contingent on adequate funding from the California Department of Child Support Services.

#### **2. Performance Improvement and Delinquency Prevention**

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

- Prosperous Community
- Collaborative Community

##### **Major Issue to be Addressed:**

- The Department must continue to implement innovative and creative case management approaches that improve



efficiencies and overall performance. To this end, the Department will implement a pilot Case Stratification Model in its Enforcement caseload. Case stratification allows the Department to target specific enforcement tactics and services to non custodial parents based on their financial, case, and relationship characteristics. This approach to organizing child support caseloads creates greater caseworker efficiencies and allows staff to focus on tasks that complement their knowledge, skills, and abilities. The Department's model recognizes that non custodial parents have different motivations for making child support payments, different financial abilities to pay support, and need different sets of services.

**Goals:**

- Develop a more defined scope of work that yields greater efficiencies for casework staff
- Improve performance in key federal and state performance measures

**Objectives:**

- Develop a more defined approach to managing a diverse set of cases in an enforcement caseload
- Create greater efficiencies for caseworkers by training staff to target their case management efforts based on the needs of the non custodial parent
- Improve morale and job satisfaction
- Increase the number of paying cases
- Improve customer satisfaction
- Focus on customized delinquency prevention efforts instead of standardized enforcement remedies applied equally to all cases

**Major milestones:**

- Conduct a readiness assessment: January 2010
- Develop the model and identify the variables used for stratification: March 2010
- Assess variables, develop business rules, and test and validate results prior to implementation: April 2010
- Develop a predictive modeling approach to case management: May 2010
- Develop stratified case listings: May 2010
- Define case reassignment: May 2010
- Determine caseload and staffing ratios: May 2010
- Train staff on how to manage each subset of cases: June 2010
- Assign staff based on their unique characteristics and skill sets: June 2010
- Implement the pilot case stratification model: July 2010
- Conduct assessment and develop a process improvement plan: November 2010
- Evaluate the Pilot and report on results December 2010

**Partners:**

- Community Based Organizations throughout San Mateo County
- California Department of Child Support Services

**FY 2010-11 Budget Impact:**

No additional budget impacts are expected. The Department will reallocate existing resources to staff for implementation of this initiative.

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of child support cases  | 14,021               | 13,794               | 13,400                 | 14,000               | 14,000               |
| Total number of medical support cases  | 8,524                | 8,277                | 7,650                  | 7,000                | 7,000                |
| Total number of children served in all case categories (current, arrears, and medical)                   | 19,629               | 19,312               | 18,760                 | 19,500               | 19,500               |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Total amount of child support collected (in millions)  | \$28.7               | \$29.8               | \$29.1                 | \$29.1               | \$28.0               |
| Percent of cases with orders for child support   | 84%                  | 85%                  | 87%                    | 84%                  | 84%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of dollars of current child support owed that is paid  |                      |                      |                        |                      |                      |
| - San Mateo County   | 59%                  | 60%                  | 60%                    | 60%                  | 60%                  |
| - Bay Area average <sup>(1)</sup>  | 59%                  | 58%                  | 57%                    | ---                  | ---                  |
| - State average <sup>(1)</sup>   | 54%                  | 54%                  | 53%                    | ---                  | ---                  |
| Percent of cases that receive a payment toward arrears   | 65%                  | 65%                  | 65%                    | 65%                  | 65%                  |
| Percent of cases with a medical insurance order where medical insurance is being provided by the obligor | 49%                  | 57%                  | 55%                    | 47%                  | 47%                  |
| Percent of former and never assisted cases receiving a current child support payment                     | 79%                  | 81%                  | 78%                    | 80%                  | 75%                  |

<sup>(1)</sup> Data available following close of the federal fiscal year.

**Department of Child Support Services (2600B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 11,026,033        | 10,920,979        | 11,508,799         | 11,487,304             | (21,495)          | 11,487,304             |
| Miscellaneous Revenue       |                   | 206,786           | 269,060            | 253,247                | (15,813)          | 348,440                |
| <b>TOTAL SOURCES</b>        | 11,026,033        | 11,127,765        | 11,777,859         | 11,740,551             | (37,308)          | 11,835,744             |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 8,561,142         | 9,242,170         | 10,038,623         | 10,120,854             | 82,231            | 10,265,086             |
| Services and Supplies       | 1,031,284         | 560,746           | 498,650            | 464,650                | (34,000)          | 464,650                |
| Other Charges               | 1,409,334         | 1,365,946         | 1,379,193          | 1,285,508              | (93,685)          | 1,285,508              |
| Fixed Assets                | 24,274            |                   |                    |                        |                   |                        |
| Other Financing Uses        |                   | 47,621            |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | 11,026,033        | 11,216,483        | 11,916,466         | 11,871,012             | (45,454)          | 12,015,244             |
| Intrafund Transfers         |                   | (88,718)          | (138,607)          | (130,461)              | 8,146             | (179,500)              |
| <b>TOTAL REQUIREMENTS</b>   | 11,026,033        | 11,127,765        | 11,777,859         | 11,740,551             | (37,308)          | 11,835,744             |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 98.0              | 98.0              | 92.0               | 90.0                   | (2.0)             | 90.0                   |
| Funded FTE                  | 96.7              | 97.0              | 91.0               | 88.6                   | (2.4)             | 88.6                   |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$37,308 or 0.3% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a decrease of \$21,495 in this funding source due to reductions in the Electronic Data Processing (EDP) allocation which is designated specifically for costs associated with the maintenance and support of the Department's automated system.

#### Miscellaneous Revenue

There is a decrease of \$15,813 in this funding source due to reductions in the amount of federal match dollars needed as part of the Department's participation in the Federal Financial Participation (FFP) program.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$37,308 or 0.3% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$82,231 in this expenditure category due to merit increases and additions related to employee health benefits and retirement costs, partially offset by the elimination of two vacant positions.

#### Services and Supplies

There is a net decrease of \$34,000 in this expenditure category due to reductions in some office supply costs including outside printing and postage fees, as well as increases related to paper products and translation services.

#### Other Charges

There is a decrease of \$93,685 in this expenditure category due to reductions in phone and automation services as well as reductions in service charges from the Human Resources Department for general liability insurance and official bond insurance.

#### Intrafund Transfers

There is a decrease of \$8,146 in this expenditure category due to reductions in the amount of local match dollars needed to draw down federal monies in the FFP program.

### **NET COUNTY COST**

The Department's FY 2010-11 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

## **FY 2011-12 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$95,193 or 0.8% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Miscellaneous Revenue

There is an increase of \$95,193 in this funding source due to the Department's increased participation in the Federal Financial Participation (FFP) program. The Department will increase local match dollars to draw down a larger portion of federal monies to meet expenditures.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$95,193 or 0.8% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$144,232 in this expenditure category due to merit increases and anticipated increases in employee health benefits.

#### Intrafund Transfers

There is an increase of \$49,039 in this expenditure category due to the Department's increased use of local match dollars to draw down additional federal monies in the Federal Financial Participation (FFP) program.

### **NET COUNTY COST**

The Department's FY 2011-12 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

## Department of Child Support Services (2600B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 98.0              | 98.0              | 92.0               | 90.0                   | (2.0)             | 90.0                   |
| Funded FTE                | 96.7              | 97.0              | 91.0               | 88.6                   | (2.4)             | 88.6                   |
| <b>Total Requirements</b> | 11,026,033        | 11,127,765        | 11,777,859         | 11,740,551             | (37,308)          | 11,835,744             |
| <b>Total Sources</b>      | 11,026,033        | 11,127,765        | 11,777,859         | 11,740,551             | (37,308)          | 11,835,744             |

### Discretionary Net County Cost

The Department's FY 2010-2011 Recommended Budget is fully funded by state (34%) and federal (66%) revenues, including Federal Financial Participation Match Program (FFP).

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reductions in Extra Help and the elimination of overtime; overall reductions in services and supplies costs; reductions in automation costs from the Information Services Department; and reduced participation in the Federal Financial Participation Match Program (FFP). Revenue adjustments reflect a 6% decrease in Electronic Data Processing Funding directly related to the support and maintenance of the Department's automated system.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (37,308)        | 148,604        | 8,146               | 0        | 194,058         | 0         |

#### 2. Reduction in Workforce - Elimination of Two Vacant Positions

The Department will eliminate the following vacant positions to align the Department's budget with its State Funding allocation: one Child Support Analyst III and one Child Support Analyst I / II. The loss of these positions will have minimal impact on performance as the duties previously assigned to these positions have been redistributed to existing staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (194,058)      | 0                   | 0        | (194,058)       | (2)       |

### FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (37,308)        | (45,454)       | 8,146               | 0        | 0               | (2)       |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 144,232        | 0                   | 0        | 144,232         | 0         |

#### **4. Federal Financial Participation Match Program**

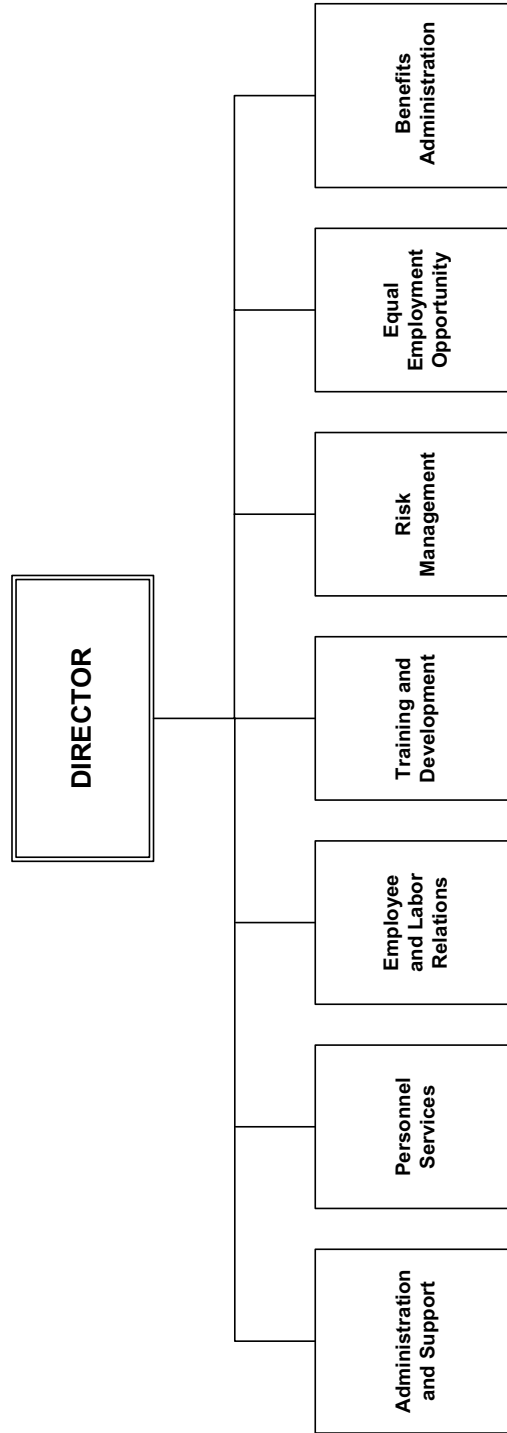
Without additional funding from the California Department of Child Support Services, the Department will increase its participation in the Federal Financial Participation (FFP) program. The Department will increase local match dollars in order to draw down additional Federal dollars to maintain program performance at current levels.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 95,193          | 0              | (49,039)            | 0        | (144,232)       | 0         |

#### **TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

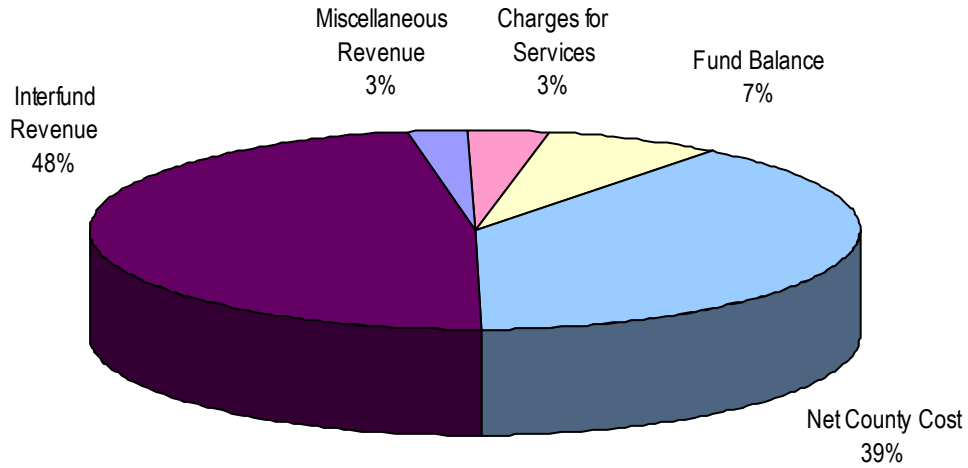
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 95,193          | 144,232        | (49,039)            | 0        | 0               | 0         |

# HUMAN RESOURCES DEPARTMENT

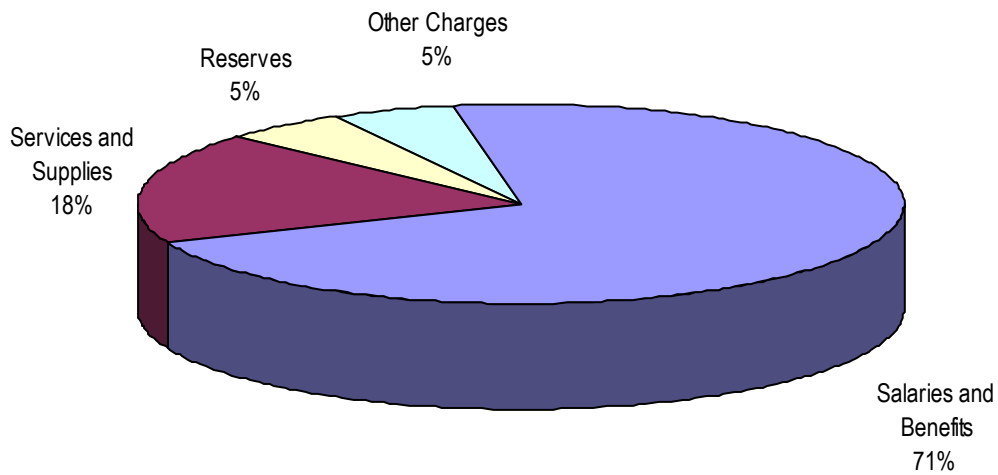


# Human Resources Department

## FY 2010-11 Recommended Sources



## FY 2010-11 Recommended Requirements

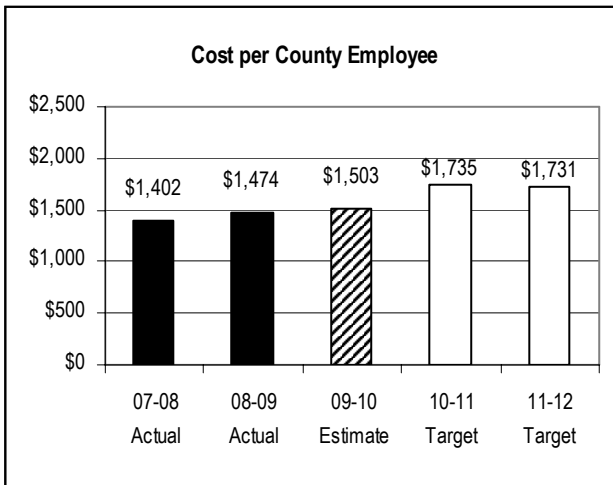
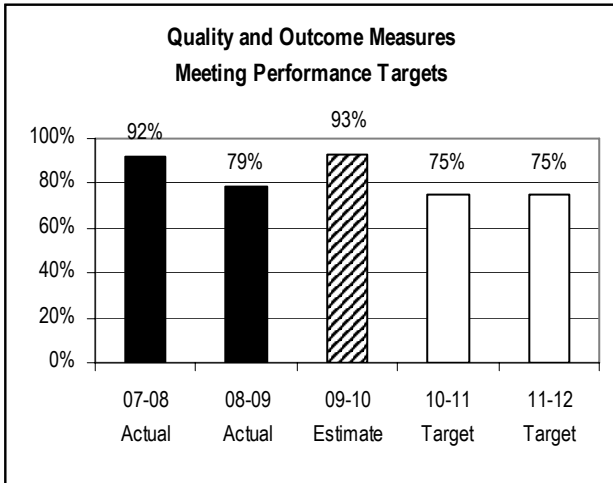




**Department Locator**

- County
  - Prosperous Community
    - Human Services Agency
      - Department of Child Support Services
        - ▷ **Human Resources Department**

**Department Measures**



**Department Mission Statement**

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe and productive work environment for employees, their families, departments, and the public in order to maximize individual and organizational potential and position San Mateo County as an employer of choice.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**PROSPEROUS COMMUNITY:** Our economic strategy fosters innovation in all sectors, creates jobs and educational opportunities for all residents

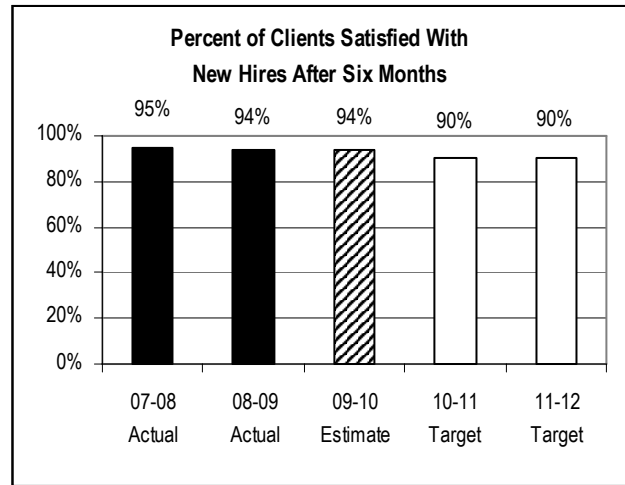
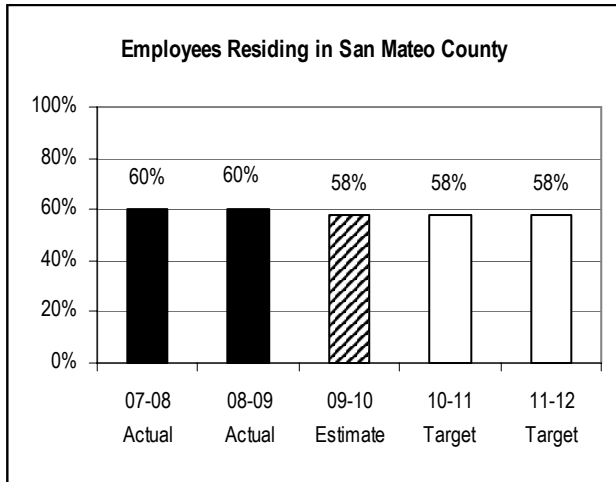
- **Workforce Management**  
**Hire and Deploy / Engage and Retain:** The County attracts and retains a diverse workforce by offering an array of programs including: online employment applications; Tuition Reimbursement; Wellness incentive programs for employees to improve their health and lower healthcare costs; Employee Referral Program which has resulted in decreased vacancies in hard-to-fill positions by offering financial incentives to current employees who refer successful candidates; comprehensive training programs; and Tuition Coach, which allows employees with college-bound dependents to obtain financial information and other information about colleges. Other strategies employed by the Department to attract and retain employees include a coordinated regional internship program for local government, an internship program for emancipated foster youth, leadership development programs and updated hiring and recruitment processes.

**Reinforce and Align Performance / Develop and Prepare:** The Human Resources Department has a comprehensive training program as well as a Workforce and Succession Management Program. Opportunities for leadership development include: Management Development Program; Executive Leadership Academy; Leadership Forums; on-site Masters and Bachelors degree programs; and accelerated Associate of Arts degree program in conjunction with local colleges. In addition, the Department has created and implemented training for employees on core competencies, established a new supervisory academy called the First Line Supervisory Academy to expand supervisory skills, completed an employee development plan pilot and collaborated with the County Manager's Office on cultural competency training initiatives. Most recently, the Human Resources Department initiated a new Performance Management Process to align program performance goals.

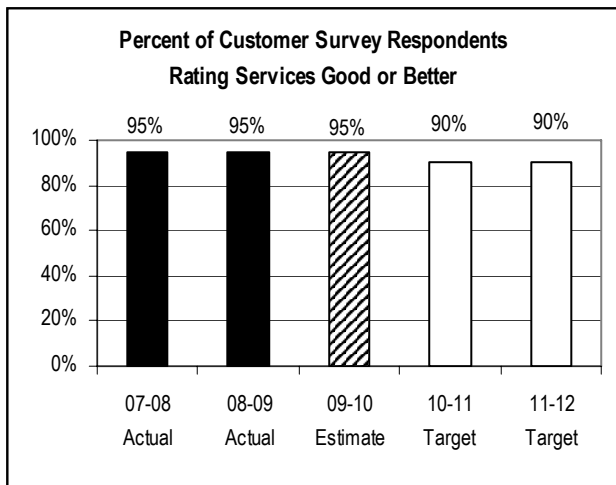
**COLLABORATIVE COMMUNITY:** Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts

- **Strategic Partnerships**  
 The Human Resources Department provides collaborative, cost-effective and responsive services to County departments and other stakeholders. The Department provides training programs to cities, special districts and non-profits, collaborates with health care providers to improve employee health and manage healthcare costs, and partners with other County departments. The Department also collaborates with local colleges and universities, CSAC Institute for Excellence in County

Government, Cal-ICMA-Preparing the Next Generation and Coaching Program, which includes participation in Hiring 2.0, a best practices guide to hiring and employee retention programs. In 2009, the Human Resources Department hosted the Western Region Intergovernmental Personnel Assessment Council Conference. The Department is currently working on developing a Regional Training and Development Consortium for Public Agencies to provide employee training services.



**Headline Measures**



**Services and Accomplishments**

The Human Resources (HR) Department contributes to the Shared Vision of a Prosperous Community by 2025 by providing the following services: recruitment and selection, classification and compensation studies, employee and labor relations, equal employment opportunity, benefits and health and fitness, risk management, training and development, personnel and payroll system management, community partnerships and staff support for the Civil Service Commission, the Commission on the Status of Women and the Domestic Violence Council.

The following are major accomplishments in the current year:

**PROSPEROUS COMMUNITY**

- Coordinated Countywide Budget Reduction / Staffing Process which included placement services for 70 individuals, training for departments (on staffing reductions / placement process) and development and implementation of an Early Retirement Program and Voluntary Employee Separation Program to minimize layoffs
- Conducted Board Budget Session on 2010 negotiations and monthly Structural Budget Deficit labor management meetings in collaboration with the County Manager's Office
- Coordinated various internship programs for youth interested in gaining hands on work experience, including the Summer Training and Employment Program (STEP) resulting in the placement of emancipated foster youth in internship positions throughout the County organization
- Expanded workforce and succession management programs by coordinating a Regional Internship Program to attract individuals new to the workforce and coordinated the regional Management Talent Exchange Program (MTEP)
- Enhanced Risk Management and Benefits Programs by negotiating lower premium for insurance programs, including Workers' Compensation, outsourcing COBRA administration and selecting a new Flexible Spending Account vendor and conducted a Request for Proposal for Deferred Compensation

services resulting in the selection of a provider that offers enhanced education services and cost savings

### **COLLABORATIVE COMMUNITY**

- Designed and launched a "Public Sector Leadership Academy" for the Regional Training and Development Consortium for Public Agencies
- Implemented HR Generalist Model, expanding the functions of recruitment and classification / compensation staff to include employee and labor relations
- Coordinated the County STARS Program which recognizes teams for outstanding performance and employees for suggestions that contribute to the efficiency of County operations
- Expanded Benefits educational efforts including establishing a centralized telephone line for benefits inquiries; cross-training staff; providing training / educational sessions and developing and posting educational materials online; and received 2<sup>nd</sup> FIT Business Award (platinum level) from the American Heart Association as an employer that champions employee health
- Provided support to the Commission on the Status of Women which included facilitating several community forums, conducting a clothing drive to provide work attire for underserved women, co-sponsored a Women's Health Conference and managed a grant from the Women's Foundation of California to encourage political leadership development opportunities

### **Story Behind Performance**

The Human Resources (HR) Department continuously collaborates with departments to meet their changing workforce needs. This year, departments reduced their workforce due to state budget cuts and Countywide efforts to reduce the structural budget deficit. The HR Department developed a comprehensive placement / employee transition program with the goal of minimizing layoffs. In the upcoming year, the Department will continue to lead this process and provide training to departments. In addition, the Department will continue to prepare comprehensive employee demographics reports for departments and meet with them to discuss trends and future needs. During the fiscal year, the Department made organizational changes. Staffing in the recruitment area has been reduced by 15% and with the introduction of the HR Generalist Model, staff have taken on additional functions, including employee and labor relations and coordination of special projects, including the Management Talent Exchange Program (MTEP) and Summer Internship and Training Program (STEP). Customer satisfaction with HR services continues to be strong with over 90% of customers rating the services provided as good or better.

Performance data indicates a significant decrease in the number of recruitments conducted primarily as a result of the County's structural budget deficit and the elimination of vacant positions. The number of recruitments and new hires dropped by 40% from FY 2007-08 to FY 2008-09. The applicant pool remained high in FY 2008-09 but it is anticipated to decline significantly in FY 2009-10 as a result of a decreased recruitments due to the County's hiring

freeze, decreases in vacant positions, an increase in the number of departmental / promotional only recruitments, and a reduction in the number of generic recruitments, such as entry level support positions. The applicant pool may increase in the next two years since generic recruitments will once again be conducted. The number of Extra Help will remain stable in light of the Subsidized Employment Program offered by the Human Services Agency for special projects and increased internship opportunities. Satisfaction with new hires continues to be high with 94% of managers surveyed indicating satisfaction with new hires. The time to fill vacancies continues to average 5 weeks for internal hires and 6 weeks for external hires. Prior to FY 2008-09, the time to fill vacancies for external hires was 9 weeks and 6 weeks for internal hires. Efforts to streamline the recruitment process will continue in the upcoming year.

The County's employee turnover rate is currently at 6.5%, which is lower than the 9% for FY 2006-07 and 8% for FY 2007-08. The turnover rate for FY 2008-09 was also 6.5% with a total of 366 employees leaving the County. Of these, 2.2% retired, 0.5% left within the first year of employment, and 3.8% left for other reasons. The overall turnover rate is anticipated to increase slightly in the upcoming fiscal year due to budget reductions. Employees eligible to retire, currently 20% of the workforce, may delay retirement until the economy improves. The County's turnover rate is lower than the 7.6% benchmark rate compiled by ICMA for its 2007 Comparative Performance Measurement Report.

Promotions are anticipated to be higher in FY 2009-10 compared to FY 2008-09 due to increased departmental / promotional only recruitments and development opportunities available to employees.

The number of complaints received by Employee and Labor Relations (ELR) and Equal Employment Opportunity (EEO) are anticipated to increase in FY 2009-10. These cases are increasing in complexity, which makes them more difficult to resolve prior to the formal process. Staff make every effort to minimize complaints through increased collaboration with departments and by providing training, including: Managing a Discrimination-Free Workplace, Avoiding Employment Pitfalls, Managing Employees with Medical Issues, Corrective Action, Preparing Performance Evaluation, and Coaching and Counseling Skills. In addition to managing caseloads and conducting training, staff will be involved in negotiating successor agreements with ten labor organizations with the goal of reducing compensation by \$25 million.

The number of Workers' Compensation claims has decreased since FY 2007-08. In FY 2008-09, six million was paid for new Workers' Compensation claims, which reflects a 22% reduction compared to the prior fiscal year amount of \$7.7 million. Risk Management staff provide training in the areas of Workers' Compensation and safety. In addition, staff collaborate with large departments to provide them with Workers' Compensation analysis to assist them in keeping injuries and costs down.

During FY 2009-10 managers and supervisors will receive online training on preventing harassment in the workplace. This training is offered every two years as required by law. In FY 2008-09, about

21% of the County's workforce received a minimum of 20 hours of training. Staff have been working to increase the number of training participants by expanding the classes offered, providing customized training, expanding online training, continuing to offer development programs, and providing training on the County's Learning Management System to ensure all external training is captured. However, staff recognize that there may be a decline in the number of training participants as departments reduce staff and are required to do more with less. In addition, the Department is exploring charging for training services beginning in FY 2011-12, which may also impact training participation.

### Major Issues to be Addressed

**Declining Financial Resources**—Reduced resources due to the economic downturn have resulted in the County's structural budget deficit. The HR Department will continue to provide a comprehensive employee transition program; address employee concerns about layoffs; mitigate increases in the number of employee complaints and claims, such as leave of absence, benefits; and expand organizational development / change management courses as well as identify solutions to meet decreased funding levels. Customer needs will continue to grow requiring increased productivity gains through technology as well as other innovative solutions including exploration of alternative sustainable compensation structures.

**Strategic Talent Management / Changing Workforce**—There is a need to prepare for changes in key leadership positions as baby boomers retire. Preparing for these changes will require creative solutions including marketing employment opportunities at colleges and universities to attract individuals new to the workforce as well as providing skill development and assessment, training, leadership development programs, employee development plans, shadowing and rotational assignment opportunities for existing staff. The County's strategic commitment to training and development programs will have a significant impact on preparing employees to meet changing workload needs in light of the current economic outlook as well as preparing them to assume higher level positions within the organization.

**Expanding Strategic Approaches**—Collaborative and innovative partnerships will continue to be fostered in an effort to provide departments and external customers with a support network of human resources professionals that can assist organizations in their strategic efforts during these challenging economic times from the first phases of planning all the way through implementation.

**Managing Complex Employment Laws and Issues**—Addressing increased employee relations issues due to changing federal laws that expand employee rights will require the Department to continue to be proactive in addressing issues by offering regular training and consulting with employees, managers and supervisors. Changes in labor organization leadership will require the Department to expand outreach efforts including ongoing participation in the Structural Budget Deficit Committee and Employee Budget Forums.

**Integrating Countywide Applications**—Implementing all phases of the Learning Management System, including Performance

Management; assisting the Controller's Office in the implementation of additional phases, including eAdvices, of the Automated Time Keeping System; expanding Electronic Document Management System initiatives; and implementing recommendations from the Human Resources Information System (HRIS) Assessment will require significant staff time to develop requirements, test applications and provide Countywide training.

### Key Department Initiatives

#### 1. Expand the County's Workforce and Succession Management Programs

**Alignment to Shared Vision:** Prosperous Community

#### Major Issues to be Addressed:

- Baby boomers are leaving the workforce in record numbers and there are not as many workers in subsequent generations available to take their place
- Middle management level positions have been reduced, eliminating a logical succession planning source
- Limited resources have been allocated to identify and develop future leaders and the County is currently faced with a structural deficit

#### Goals:

- Develop and implement a robust succession planning program to assure that high potential employees are developed to fill key leadership vacancies
- Recruit and retain a workforce that reflects the diversity in the County
- Promote the County as an employer of choice
- Attract talent to the organization
- Ensure leadership is developed to meet existing and future challenges
- Provide a workplace culture that supports employee engagement and retention
- Optimize knowledge management
- Improve individual and organizational effectiveness

#### Objectives:

- Increase the number of positions filled by internal candidates
- Expand the types of training courses offered to staff and increase percent of employees meeting the 20-hour training targets
- Hire key personnel prior to departure of the incumbent
- Increase the number of qualified applicants
- Expand the number of employees with development plans that include the integration of core competencies
- Increase the percent of managers satisfied with new hires

#### Major Milestones:

By June 2011:

- Allocate sufficient funding to implement a comprehensive Workforce and Succession Management program

- Create Onboarding Orientation Video for newly hired employees
- Continue to offer Summer Training and Employment Program for emancipated foster youth and other internship programs
- Expand the Succession Planning Implementation and Evaluation Committee priorities including, use of multi-media online training
- Continue to offer and coordinate First Line Supervisory Academy, Management Development Program, Public Sector Leadership Academy, and Writing Academy (in collaboration with Canada College)
- Continue to coordinate Management Talent Exchange Program
- Identify Knowledge Transfer practices to ensure that the organization is prepared for changes in workforce and assignments

**Partners:**

- County Manager's Office
- All County departments
- ICMA – Preparing the Next Generation Committee
- Human Resources Association (HRA) of San Mateo County
- Colleges and Universities
- Nonprofits, Cities and Special Districts

**FY 2010-11 Budget Impact:**

Identify resources to implement a comprehensive Workforce and Succession Management Program including ongoing management talent exchange program; transition management program; supervisory academy; core competency development, including rotational and mentoring, programs; coordinated internship program; and multi-media training tools.

**2. Develop and Implement Strategic Approaches to Enhance Organizational Effectiveness**

**Alignment to Shared Vision:** Prosperous and Collaborative Community

**Major Issues to be Addressed:**

- The County's financial condition and resulting service and staffing reductions requires the HR Department to develop a comprehensive employee transition program and provide departments with organizational development and change management services
- Partnerships with County departments and outside agencies, including health plan providers, non-profits, special districts and cities, could be expanded to support departments in their strategic efforts

**Goals:**

- Human Resources is utilized as a consultant that collaborates with departments and other agencies to increase performance capability and meet organizational goals

- Employee performance goals are aligned with department and organizational goals
- Identify opportunities to grow revenue and improve financial position to create long-term sustainable Human Resources services
- Establish and strengthen relationships and initiatives through shared resources to better serve customers and community partners
- Provide organizational development services that will facilitate change and continuous improvement in the organization

**Objectives:**

- Increase the number of management employees with individual performance goals that are aligned to department and organizational goals
- Increase the number of customer survey respondents indicating that Human Resources is helping meet their strategic goals
- Review existing services and identify fee-for-service and shared-services opportunities, e.g., training services

**Major Milestones:**

By June 2011:

- Continue the Countywide implementation of Performance Management Process that includes professional and development goal-setting (professional and development), coaching and feedback, competencies and performance review
- Continue the Employee Transition Program including training and coordination to prepare for staffing reduction / layoffs
- Continue the HR Generalist Model to handle employee and labor relations cases
- Provide organizational development and consultant services to departments in the areas of change management and employee assistance
- Implement a self-service online benefits enrollment process / system
- Expand the Regional Training and Development Consortium for Public Agencies to provide employee training services
- Expand online computer based training opportunities to increase the level of training participation
- Meet with all County departments annually to discuss Human Resources strategic approach
- Consider partnerships with other departments and outside agencies, such as other local governments and nonprofits to share / sell services, i.e., benefits, training
- In collaboration with the County Manager's Office, implement Structural Budget Deficit Strategies, such as managed competition, benefits restructuring, wellness incentives, separation incentives, and Civil Services revisions

**Partners:**

- County Manager's Office
- All County departments
- Regional Training and Development Consortium for Public Agencies
- Community

**FY 2010-11 Budget Impact:**

The HR Department eliminated three vacant positions in FY 2009-10 including one Management Analyst, one Human Resources Technician and one Information Technology Analyst. These reductions were possible given the reduction in recruitment workload, implementation of the HR Generalist Model, and the streamlining of services. Reductions in FY 2010-11 include the elimination of one supervisory position resulting from increased efficiencies.

### 3. Collaborate with Partners to Create a Sustainable Compensation Program

**Alignment to Shared Vision:** Prosperous and Collaborative Community

**Major Issues to be Addressed:**

- Labor and retirement costs, including double-digit annual health care premiums, account for a significant increase in County expenditures
- Maintaining affordable and competitive health care plans in an effort to attract and retain employees
- Increasing use of core benefits, such as the Employee Assistance Program and Leave of Absences, and caseloads are anticipated to rise

**Goals:**

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

**Objective:**

- Identify and implement alternative sustainable compensation structures

**Major Milestones:**

By June 2011:

- Negotiate \$25 million in structural reductions to compensation and benefits
- Implement Wellness Policy recommendations to reduce costs
- Explore the development of an onsite medical clinic
- Negotiate recommended changes to dental program
- Conduct Risk Assessment to reduce liability costs

- Review the funding model for Life Insurance Program
- Conduct a Request for Proposal for Voluntary Long Term Care Program
- Identify cost containment options for Long Term Disability

**Partners:**

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

**FY 2010-11 Budget Impact:**

Savings generated from wellness initiatives and other changes to compensation structures may be generated in future years.

**Other Significant Department Objectives**

The Human Resources Department will meet performance targets by doing the following:

**Maintain an Overall Customer Satisfaction Rating of 90% or Better**

- Expand use of the County's Electronic Document Management System (FileNet), including the Countywide digitization of employee Civil Service / Personnel files
- Conduct new employee informational sessions in the area of benefits
- Continue to enhance the HR Department website
- Update the Department's three year Strategic Plan
- Provide staff support to the Commission on the Status of Women including coordinating the Women's Hall of Fame, conducting community forums, administering grant-related activities including a women's mentoring network and representing the Commission on various committees
- Prepare online educational materials on the fundamentals of classification and allocation methods
- Automate the classification study, reclassification request and approval process

**Maintain the Time-to-Fill Vacancies Between 4-6 Weeks**

- Study the feasibility of computer based testing to replace standard testing
- Automate rater training
- Continue to provide various training on Civil Service process and hiring practices for managers
- Develop a library of resources for classification methods, terminology and approval process
- Update Generic Clerical written exams (Office Assistant, Office Support, Public Services Specialist)

**Resolve At Least 90% of Complaints Prior to Formal Process**

- Participate in an initiative to form a consortium of Bay Area County Equal Employment Opportunity Managers, as a means to compare best practices, success models, and

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identify opportunities to develop data performance measurement reporting

- Incorporate 2010 federal census data into the County's internal EEO Diversity evaluation and reporting process
- Lead the County's Cultural Competency Committee and affirmatively support cultural competency initiatives
- Continue Countywide training on Preparing Performance Evaluation and other Countywide and department-specific training programs that further the goals of the Equal Employment Opportunity and Employee and Labor Relations Divisions and partner with departments and agencies
- Manage Employee and Labor Relations casework and assisting supervisors and managers by high utilization of HR Generalists

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of applicants  | 13,578               | 12,803               | 7,500                  | 8,000                | 8,000                |
| Number of hires   |                      |                      |                        |                      |                      |
| - New hires   | 497                  | 297                  | 130                    | 130                  | 130                  |
| - Promotions  | 490                  | 327                  | 220                    | 220                  | 220                  |
| - Extra help  | 675                  | 501                  | 600                    | 500                  | 500                  |
| Number of employment complaints:  |                      |                      |                        |                      |                      |
| - Equal Employment Opportunity  | 117                  | 69                   | 104                    | 90                   | 90                   |
| - Employee and Labor Relations  | 39                   | 36                   | 48                     | 60                   | 60                   |
| Number of training participants:  |                      |                      |                        |                      |                      |
| - Training and Development classes  | 4,064                | 4,961                | 4,400                  | 4,000                | 4,000                |
| - Health Promotion and Risk Assessment classes  | 2,832                | 3,246                | 2,500                  | 2,500                | 2,500                |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating overall satisfaction with services good or better | 95%                  | 95%                  | 95%                    | 90%                  | 90%                  |
| Percent of employees leaving County employment:   |                      |                      |                        |                      |                      |
| - Retirees  | 2.9%                 | 2.2%                 | 2.2%                   | 2.0%                 | 2.0%                 |
| - Within one year of employment   | 1.0%                 | 0.3%                 | 0.5%                   | 0.5%                 | 0.5%                 |
| - Other   | 4.9%                 | 3.9%                 | 3.8%                   | 4.3%                 | 4.3%                 |
| Turnover rate as compared to ICMA: <sup>(1)</sup>   |                      |                      |                        |                      |                      |
| - San Mateo County  | 8.8%                 | 6.5%                 | 6.5%                   | 6.8%                 | 6.8%                 |
| - ICMA  | 8.2%                 | 7.6%                 | 7.6%                   | 7.6%                 | 7.6%                 |
| Percent of complaints resolved prior to formal process:   |                      |                      |                        |                      |                      |
| - Equal Employment Opportunity  | 97%                  | 87%                  | 88%                    | 90%                  | 90%                  |
| - Employee and Labor Relations  | 95%                  | 95%                  | 95%                    | 90%                  | 90%                  |
| Number of workers' compensation claims (per 100 FTEs):  |                      |                      |                        |                      |                      |
| - San Mateo County  | 11                   | 10.3                 | 10.1                   | 10.1                 | 10.1                 |
| - ICMA  | 12                   | 12                   | 12                     | 12                   | 12                   |
| Time-to-fill vacancies (in weeks): <sup>(2)</sup>   |                      |                      |                        |                      |                      |
| - Internal  | 6                    | 5                    | 5                      | 5                    | 5                    |
| - External  | 9                    | 6                    | 6                      | 6                    | 6                    |



| <b>Performance Measures</b>  | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|--|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                              |                              |                                |                              |                              |
| Percent of clients satisfied with new hires after six months   | 95%                          | 94%                          | 94%                            | 90%                          | 90%                          |
| Percent of positions filled with internal candidates:  |                              |                              |                                |                              |                              |
| - Management   | 82%                          | 65%                          | 69%                            | 65%                          | 65%                          |
| - Non-management   | 46%                          | 51%                          | 60%                            | 50%                          | 50%                          |
| Percent of participants utilizing skills or reporting change in behavior after attending training classes: |                              |                              |                                |                              |                              |
| - Training and Development classes   | 93%                          | 98%                          | 98%                            | 90%                          | 90%                          |
| - Health Promotion and Risk Assessment classes   | 90%                          | 87%                          | 94%                            | 90%                          | 90%                          |

(1) This data was obtained from International City / County Management Association (ICMA), Comparative Performance Measurement FY 2007 Data Report.

(2) This data reflects time between recruitment opening and referral of list to department.

## Human Resources Department (1700B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Charges for Services          | 125,489           | 348,275           | 328,160            | 315,679                | (12,481)          | 325,679                |
| Interfund Revenue             | 3,306,884         | 3,650,803         | 4,534,556          | 4,498,406              | (36,150)          | 4,507,160              |
| Miscellaneous Revenue         | 6,688             | 23,888            | 125,260            | 237,100                | 111,840           | 217,100                |
| <b>Total Revenue</b>          | <b>3,439,061</b>  | <b>4,022,967</b>  | <b>4,987,976</b>   | <b>5,051,185</b>       | <b>63,209</b>     | <b>5,049,939</b>       |
| Fund Balance                  | 1,063,321         | 939,868           | 737,716            | 708,205                | (29,511)          | 688,205                |
| <b>TOTAL SOURCES</b>          | <b>4,502,382</b>  | <b>4,962,835</b>  | <b>5,725,692</b>   | <b>5,759,390</b>       | <b>33,698</b>     | <b>5,738,144</b>       |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 6,412,193         | 6,922,789         | 7,653,963          | 7,649,878              | (4,085)           | 7,678,632              |
| Services and Supplies         | 1,669,976         | 1,891,466         | 1,990,048          | 1,932,603              | (57,445)          | 1,882,603              |
| Other Charges                 | 755,304           | 525,678           | 532,585            | 559,883                | 27,298            | 559,883                |
| Fixed Assets                  | 8,435             | 6,470             | 10,000             |                        | (10,000)          |                        |
| <b>Gross Appropriations</b>   | <b>8,845,908</b>  | <b>9,346,403</b>  | <b>10,186,596</b>  | <b>10,142,364</b>      | <b>(44,232)</b>   | <b>10,121,118</b>      |
| Intrafund Transfers           | (1,240,789)       | (1,188,555)       | (1,348,465)        | (1,251,138)            | 97,327            | (1,251,138)            |
| <b>Net Appropriations</b>     | <b>7,605,119</b>  | <b>8,157,848</b>  | <b>8,838,131</b>   | <b>8,891,226</b>       | <b>53,095</b>     | <b>8,869,980</b>       |
| Contingencies / Dept Reserves | 607,622           | 579,841           | 569,841            | 569,841                |                   | 569,841                |
| <b>TOTAL REQUIREMENTS</b>     | <b>8,212,741</b>  | <b>8,737,689</b>  | <b>9,407,972</b>   | <b>9,461,067</b>       | <b>53,095</b>     | <b>9,439,821</b>       |
| <b>NET COUNTY COST</b>        | <b>3,710,359</b>  | <b>3,774,854</b>  | <b>3,682,280</b>   | <b>3,701,677</b>       | <b>19,397</b>     | <b>3,701,677</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| Salary Resolution             | 57.0              | 59.0              | 56.0               | 55.0                   | (1.0)             | 55.0                   |
| Funded FTE                    | 53.1              | 56.6              | 55.1               | 52.9                   | (2.1)             | 52.9                   |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$33,698 or 0.6% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Charges for Services

There is a decrease of \$12,481 in this funding source due to reduction in reimbursement from outside agencies for Learning Management System support.

#### Interfund Revenue

There is a decrease of \$36,150 in this funding source due primarily to an accounting change that moves revenue received from PalCare for Marin Day Schools-Scholarship Program to Miscellaneous Revenue. Other adjustments include increased trust fund reimbursements for Risk Management and Benefits labor increases and other operating expenditures.

#### Miscellaneous Revenue

There is a net increase of \$111,840 in this funding source due to an accounting change that moves revenues received from PalCare to this revenue class. Other adjustments include a \$20,000 reduction for the Summer Training and Employment Program (STEP) for emancipated foster youth and the addition of \$20,000 for the Subsidized Employment Program (SEP), which is a program offset by federal stimulus dollars received by the Human Services Agency.

#### Fund Balance

There is a decrease of \$29,511 in this funding source due to the elimination of prior year one-time projects, purchases and equipment, including training expenditures.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$53,095 or 0.6% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$4,085 in this expenditure category due primarily to the mid-year elimination of three vacant positions including, one Management Analyst, one Human Resources Technician-Confidential and one Information Technology Analyst. Other reductions include the elimination of one Office Services Supervisor and reductions in Extra Help appropriation for STEP. These reductions are partially offset by increased retirement and health benefit costs as well as the addition of Extra Help appropriation for SEP.

#### Services and Supplies

There is a net decrease of \$57,445 in this expenditure category due to the elimination of one-time projects and implementation of cost saving measures throughout the Department to meet the reduced budget target, including decreases in training contracts and recruitment expenditures.

#### Other Charges

There is a net increase of \$27,298 in this expenditure category due primarily to increased automation charges.

#### Fixed Assets

There is a decrease of \$10,000 in this expenditure category due to the elimination of prior year appropriations for one-time purchases, including a Departmental server.

#### Intrafund Transfers

There is a net decrease of \$97,327 in this expenditure category due to reduced reimbursements from departments for recruitment-related services and Learning Management System (LMS) support costs.

#### Departmental Reserves

There is no change in Reserves. The balance in General Fund Reserves represents 6.4% of Net Appropriations, which exceeds the County 2% Reserves policy by \$392,016.

### **NET COUNTY COST**

There is an increase of \$19,397 or 0.5% in this Department's General Fund allocation, primarily reflecting a \$387,625 reimbursement for retirement contribution and health benefits increases, partially offset by a \$368,228 Net County Cost reduction.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$21,246 or 0.4% from the FY 2010-11 Recommended to the FY 2011-12 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$10,000 in this funding source due to increased reimbursement from outside agencies as part of the Human Resources Department strategy to market HR services.

Interfund Revenue

There is an increase of \$8,754 in this funding source due primarily to trust fund reimbursements for Risk Management and Benefits labor increases and other operating expenditures.

Miscellaneous Revenue

There is a decrease of \$20,000 in this funding source due to the elimination of one-time funding for the Subsidized Employment Program.

Fund Balance

There is a decrease of \$20,000 in this funding source due to the elimination of prior year one-time projects and purchases, including software expenditures.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$21,246 or 0.6% from the FY 2010-11 Recommended to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$28,754 in this expenditure category due primarily to health benefit increases, partially offset by reductions in Extra Help.

Services and Supplies

There is a decrease of \$50,000 in this expenditure category due to the elimination of one-time projects and implementation of cost saving measures throughout the Department to meet the reduced budget target, including decrease in training contracts and recruitment expenditures.

Departmental Reserves

There is no change in Reserves. The balance in General Fund Reserves represents 6.4% of Net Appropriations, which exceeds the County 2% Reserves policy by \$392,441.

**NET COUNTY COST**

There is no change to this Department's General Fund allocation. Increases in health benefits have been offset by reductions in Extra Help, contracts and recruitment expenditures.

## Human Resources Department (1700B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 57.0              | 59.0              | 56.0               | 55.0                   | (1.0)             | 55.0                   |
| Funded FTE                | 53.1              | 56.6              | 55.1               | 52.9                   | (2.1)             | 52.9                   |
| <b>Total Requirements</b> | 8,212,741         | 8,737,689         | 9,407,972          | 9,461,067              | 53,095            | 9,439,821              |
| <b>Total Sources</b>      | 4,502,382         | 4,962,835         | 5,725,692          | 5,759,390              | 33,698            | 5,738,144              |
| <b>Net County Cost</b>    | 3,710,359         | 3,774,854         | 3,682,280          | 3,701,677              | 19,397            | 3,701,677              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   | 1,518,450          | 1,471,027              | (47,423)          | 1,471,027              |
| Mandated Services         |                   |                   | 557,579            | 543,927                | (13,652)          | 581,827                |
| Non-Mandated Services     |                   |                   | 1,606,251          | 1,686,723              | 80,472            | 1,648,823              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,701,677 or 39.1%, of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include training programs, employee and labor relations, equal employment opportunity, recruitment and class and compensation activities, risk management programs, administrative services including financial management and information technology, and the administration of the Commission on the Status of Women and Civil Service Commission.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contracts; reductions in recruitment costs; increased automation purchases; and decreased reimbursement through Intrafund Transfers for recruitment and training services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 33,698          | 70,839         | 97,327              | 0        | 134,468         | 0         |

#### 2. Adjustments to Meet Reduced Budget Target

The Human Resources (HR) Department has focused on four key areas for budget reductions: redesigning and aligning HR Services; expanding technology; reducing non-mandated services; and expanding entrepreneurial endeavors. To meet the budget reduction target, HR has eliminated one Office Services Supervisor-Confidential position and decreased training consultant costs, which have been renegotiated at lower rates. Reduced staffing levels may impact response times, however services impacts may be minimized because of an internal

reorganization and the introduction of an HR Generalist Model, which allows for greater flexibility in providing coverage in a wider range of service areas.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (115,071)      | 0                   | 0        | (115,071)       | (1)       |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 33,698          | (44,232)       | 97,327              | 0        | 19,397          | (1)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contracts and Extra Help, including elimination of the Subsidized Employment Program; and reductions in recruitment expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (21,246)        | (21,246)       | 0                   | 0        | 0               | 0         |



## LIVABLE COMMUNITY

OUR GROWTH OCCURS NEAR TRANSIT,  
PROMOTES AFFORDABLE,  
LIVABLE CONNECTED COMMUNITIES.

# COUNTY OF SAN MATEO FY 2010-11 and FY 2011-12 **RECOMMENDED BUDGET**



County Summaries

Healthy Community

Prosperous Community

Livable Community

Environmentally  
Conscious Community

Collaborative  
Community

Budget Unit and  
Program Summaries

Glossary of Budget Terms

# THE COUNTY OF SAN MATEO MISSION STATEMENT



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

We are committed to:

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



## Shared Vision 2001-2025

In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of SMC residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

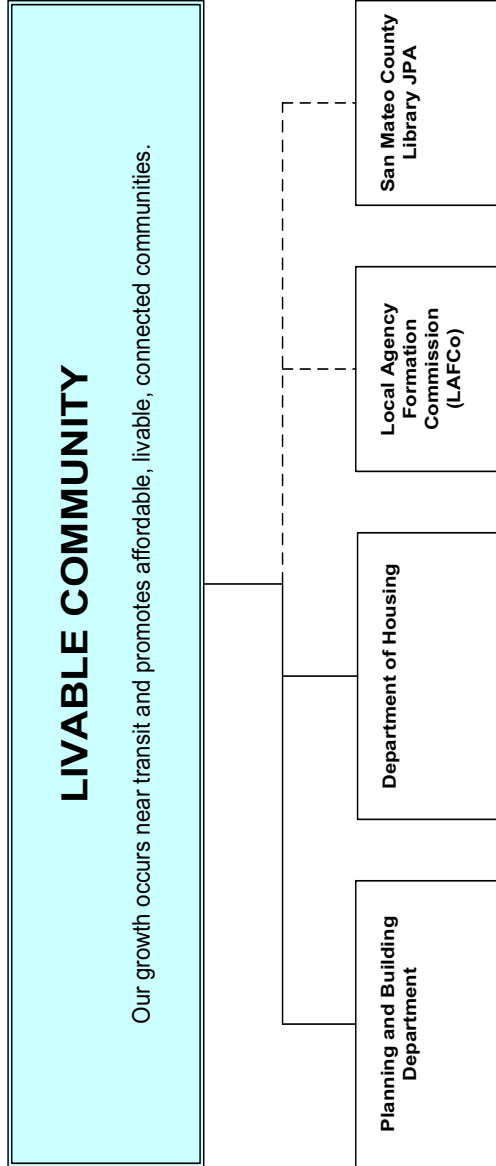
Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most important, Shared Vision has ensured decisions are focused on the future, not simply expedient, with sights set on measurable results that achieve the desired outcomes.

In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.



Sustainable  
San Mateo County  
Economy. Equity. Environment.

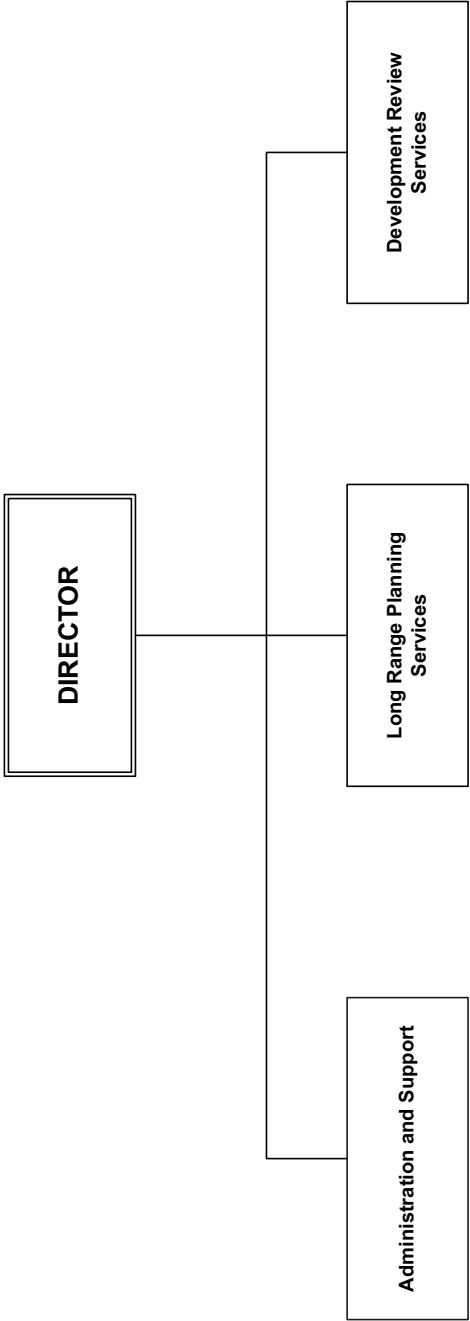




## Livable Community FY 2010-11 and 2011-12 All Funds Summary

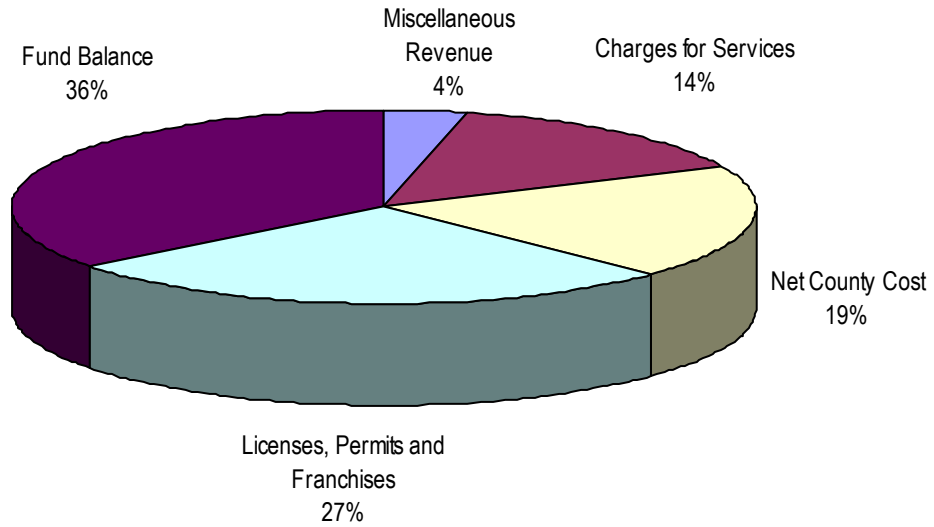
| Total Requirements                | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>General Fund Budgets</b>       |                    |                    |                    |                        |                    |                        |
| Planning and Building             | 11,901,625         | 11,809,700         | 11,324,986         | 8,602,287              | (2,722,699)        | 8,385,414              |
| Local Agency Formation Commission | 264,858            | 294,263            | 313,995            | 280,085                | (33,910)           | 281,055                |
| Housing and Community Development | 9,968,472          | 9,634,798          | 8,221,022          | 8,221,022              |                    | 8,259,590              |
| <b>Total General Fund</b>         | <b>22,134,955</b>  | <b>21,738,761</b>  | <b>19,860,003</b>  | <b>17,103,394</b>      | <b>(2,756,609)</b> | <b>16,926,059</b>      |
| <b>Non-General Fund Budgets</b>   |                    |                    |                    |                        |                    |                        |
| County Library                    | 27,466,664         | 29,789,788         | 29,279,168         | 31,015,277             | 1,736,109          | 27,783,913             |
| <b>Total Non-General Fund</b>     | <b>92,550,612</b>  | <b>96,269,381</b>  | <b>94,761,007</b>  | <b>100,193,048</b>     | <b>5,432,041</b>   | <b>96,961,684</b>      |
| <b>Total Requirements</b>         | <b>114,685,567</b> | <b>118,008,142</b> | <b>114,621,010</b> | <b>117,296,442</b>     | <b>2,675,432</b>   | <b>113,887,743</b>     |
| <b>Total Sources</b>              | <b>113,943,382</b> | <b>116,237,220</b> | <b>112,831,343</b> | <b>115,646,520</b>     | <b>2,815,177</b>   | <b>112,237,821</b>     |
| <b>Net County Cost</b>            | <b>742,185</b>     | <b>1,770,922</b>   | <b>1,789,667</b>   | <b>1,649,922</b>       | <b>(139,745)</b>   | <b>1,649,922</b>       |
| <b>AUTHORIZED POSITIONS</b>       |                    |                    |                    |                        |                    |                        |
| Salary Resolution                 | 204.0              | 205.0              | 200.0              | 197.0                  | (3.0)              | 197.00                 |
| Funded FTE                        | 188.5              | 187.1              | 184.5              | 180.5                  | (4.0)              | 180.5                  |
| <b>FOR INFORMATION ONLY:</b>      |                    |                    |                    |                        |                    |                        |
| Housing Authority                 | 46.0               | 46.0               | 46.0               | 46.0                   | 46.0               | 46.0                   |

**PLANNING AND BUILDING**

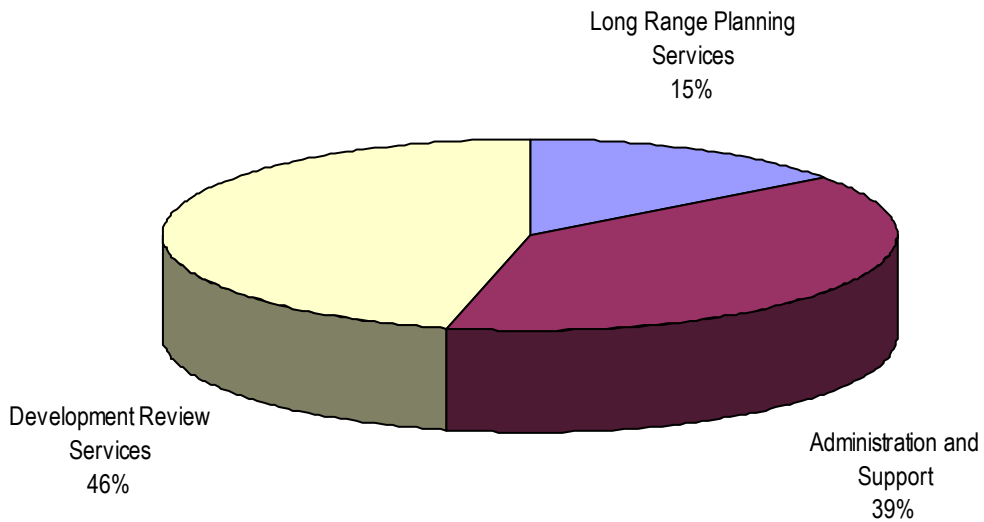


## Planning and Building

### FY 2010-11 Recommended Sources



### FY 2010-11 Recommended Requirements



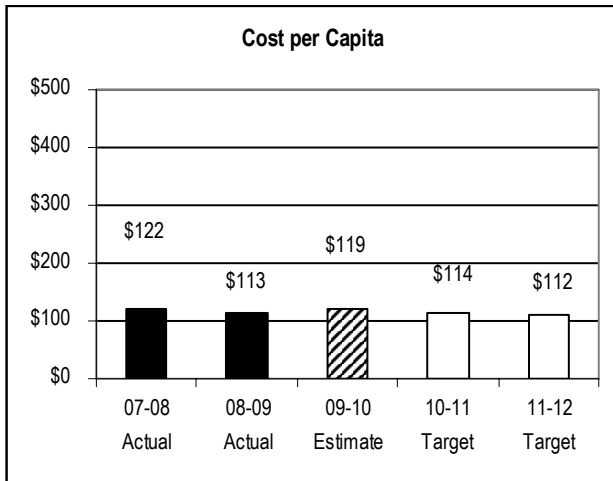
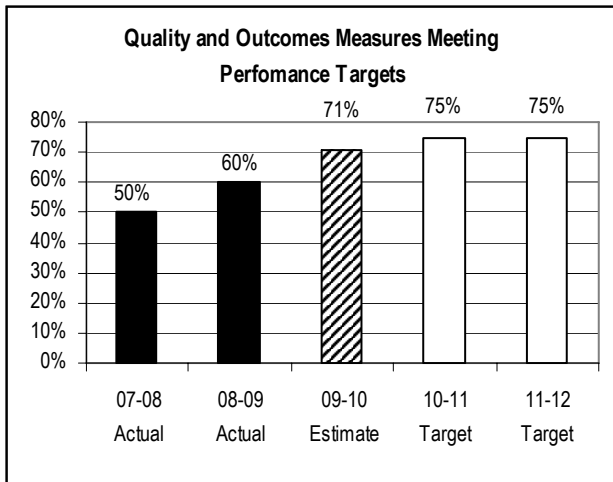
**Department Locator**

County

Livable Community

- ▷ **Planning and Building Department**
- Local Agency Formation Commission
- County Library
- Department of Housing

**Department Measures**



**Department Mission Statement**

The Planning and Building Department serves the County and its communities by helping them to achieve a better future through the preparation and administration of land use plans and regulations and by ensuring development proposals conform with the applicable zoning and building requirements.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**LIVABLE COMMUNITY:** Our growth occurs near transit, and promotes affordable, livable connected communities.

- **Midcoast Local Coastal Program**  
Submitted for Coastal Commission certification the Midcoast Local Coastal Program update project, which addressed a range of coastal planning and development issues in the urban midcoast.
- **Colma BART Station Housing Project**  
Issued permits for the Trestle Glen Project, a 151 residential unit complex of which 119 are affordable to very low-income households, within ¼ mile of the Colma BART station.
- **Updated Resource Management Standards**  
Amended Resource Management District regulations to require that the portion of undeveloped area set aside by subdivisions be preserved as open space through the recordation of a conservation easement.
- **New Zoning Regulations Regarding House Size in Urban Areas**  
Prepared new zoning regulations for various unincorporated urban areas to control house size and improve the compatibility of commercial and industrial development.
- **North Fair Oaks Community Forums**  
Held community meetings to obtain input from North Fair Oaks residents regarding planning, code compliance, and public service issues.
- **North Fair Oaks Community Plan Update**  
Obtained a competitive grant to conduct a comprehensive update of the North Fair Oaks Community Plan that will address, among other things, transit-oriented and mixed-use development opportunities, methods for providing a variety of housing types for all income levels, and land use and development strategies that will enhance public health.
- **Telecommunication Regulations**  
Established new standards for the development and expansion of wireless telecommunication facilities to ensure their compatibility with residential areas, compliance with state and federal regulations, and the protection of views and natural resources.
- **Building Permit Processing Express Service**  
Developed and implemented express over-the-counter building permit reviews and approvals for kitchen and bathroom remodels. In addition, express service was instituted for picking up building permits ready for issuance.

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents access to quality health care and seamless services.

- **Aircraft Noise Insulation Project**  
Completed Phase III of the Aircraft Noise Insulation Project that provided noise insulation for churches, a school, and affected residents in the unincorporated Country Club Park neighborhood.
- **Building Code Regulations Update Project**  
Completed the Building Code update project that resulted in a revised set of County regulations governing the unincorporated areas.
- **ISO Rating Improvement for San Mateo County Building Inspection**  
Received an ISO (Insurance Services Office) rating of 2 (improved from last year's rating of 7 where 1 is the best) for Building Inspection Section's improvements with the recent building code adoption, building code enforcement, and staff training.

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

- **Green Building Program**  
Convened a "Green Building" public task force, consisting of contractors, environmental interest groups, homeowners, trade representatives, realtors, and staff from the Planning and Building Department, which recommended to the Board of Supervisors building regulations, that were approved, establishing minimum standards for new and major remodeled residential construction, low-rise multifamily construction, and commercial and industrial construction. In addition, as a follow-up on the effectiveness of the program, the "Green Building" public task force also recommended to the Board of Supervisors, that were approved, revisions to the County's Building Code Regulations clarifying certain standards and requirements to improve the program.
- **Williamson Act Administration**  
Initiated a program to assess and improve the County's administration of the Williamson Act agricultural contract program by surveying existing contract holders, analyzing alternative policies and procedures, and reviewing policy and procedural options with the Agricultural Advisory Committee and other County Departments.
- **San Francisco International Airport/Community Roundtable**  
Participated as a member of the Airport/Community Roundtable (comprised of 18 city members, the City / County Association of Governments and the County) to identify community noise impacts and mitigate aircraft noise in affected communities and neighborhoods surrounding San Francisco International Airport.

**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.

- **General Plan Housing Element**  
Assisted in the preparation of the Regional Housing Needs Assessment project, prepared the 2003 General Plan Housing Element Update, collaborated with the County Department of Housing to implement key General Plan Housing Element policies, and initiated development of the 2009 Housing Element Update.
- **Process Improvements**  
Created better systems for internal tracking of projects and handling public complaints and streamlined the permitting process.
- **Midcoast Stormwater Drainage Committee**  
Partnered with other agencies, departments, and interested parties to address coastal drainage and water quality issues by participating on the Midcoast Stormwater Drainage Committee and assisting in the development of its final recommendations.

## Major Accomplishments in FY 2009-10

### LIVABLE COMMUNITY

- Improved coordination on projects that impact housing or require inclusionary housing units
- Completed the 2009 Housing Element update of the General Plan, which included an extensive public outreach campaign
- Established a Steering Committee and Technical Advisory Committee for the North Fair Oaks Community Plan Update, prepared existing conditions reports and analyses, and initiated the community visioning process by establishing an interactive website and hosting an initial community workshop
- Completed the interactive voice response (IVR) system upgrade to include inspection results and customer notification of inspection results from the field, saving time for both customers and staff in the office
- Collaborated with the environmental consultants on the California High Speed Rail Project through San Mateo County and North Fair Oaks by providing information and resources for the technical background documents as part of the project's environmental review

### HEALTHY COMMUNITY

- Participated in the 2010 regional update of the Local Hazard Mitigation Plan
- Received a positive report from FEMA as a result of a Community Audit Visit (CAV) that reviewed ordinances, development review process, and operating procedures, and joined the Community Rating System (CRS) program that FEMA offers communities and government agencies that allows residents in a severe flood area to purchase flood insurance at a 5% discount

## ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Initiated and completed Phase III of the Midcoast Groundwater Study in a continuing effort to address groundwater issues
- Collaborated with the Department of Public Works and Environmental Health to determine the actions needed to comply with new Municipal Regional Permit requirements for stormwater discharges enacted by the Regional Water Quality Control Board.
- Initiated updates to the General Plan to address energy efficiency and other issues related to climate change
- Worked with the Green Building Task Force to implement recommended Green Building Regulation amendments to the Planning Commission expanding the program to include additional types of construction projects (less than 50% valuation remodels), new standards, and existing home system improvements
- Worked with other public agencies on the Devil's Slide Tunnel Public Access Committee in the development of a management plan for the Highway 1 road alignment that will be replaced by the Devil's Slide tunnel

## COLLABORATIVE COMMUNITY

- Addressed non-compliance with Williamson Act contracts by initiating the non-renewal process and proposed new procedures and policies to implement this program for consideration by the Board of Supervisors
- Worked extensively with Coastal Commission staff and other interested parties to complete the processing of the Midcoast Local Coastal Plan Update
- Worked on an update of the comprehensive airport land use compatibility plan for the environs of San Francisco International Airport
- Completed the IVR upgrade to include inputting inspection results from the field, and automatically notifying the customer by phone of those results.
- Partnered with Redwood City, Redwood City 2020, and the Peninsula Conflict Resolution Center to support and supplement the public outreach efforts associated with the North Fair Oaks Community Plan Update

## Major Issues to be Addressed

- **Quality of Service**—Further improvements are needed to elevate the quality of service to residents and business owners within the County such as providing consistent application of rules and regulations, providing greater certainty to the permitting process, and allowing for timely and efficient processing of planning and building applications, within the constraints of reduced staffing.
- **Balancing Urban Development and Preservation of Natural Resources**—The need to address conflicts between individual interests and community desires, using consistent regulatory methods, continues to be a challenge.

- **Community Engagement**—The Department will continue to pursue a wide range of methods to enhance opportunities for public participation during updates of planning documents and development regulations.
- **Technology**—Increased application of technological innovations will be explored to improve efficiency and to better inform and involve the public in the policies and activities of the Department within the limitations of declining financial resources, as well as increased collaboration with other departments and jurisdictions to share applicable technologies.
- **Realignment of Staff Assignments**—A reduction in staffing necessitates evaluating overall requirements and resources to cross train staff to assist with workloads in other sections of the Department in order to maintain adequate service levels.
- **State Mandates**—The need to respond to State laws, regulations, and rulings places increasing demands on limited staff and financial resources.

## Key Department Initiatives

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

#### Alignment to Shared Vision:

- Livable Community
- Environmentally Conscious Community

#### Major Issues to be Addressed:

- The General Plan and Zoning Regulations have not been substantially reviewed in many years.
- Coastal Commission action on the County's Midcoast Local Coastal Program Update has raised complex and controversial issues that require a significant amount of staff time to resolve.
- A number of new state laws and directives need to be addressed during the update of existing plans and regulations.
- The Department lacks the financial resources required to update all of the plans and regulations in need of improvement.
- Planning and Building Department staff require up-to-date regulatory codes and mapping resources to perform their professional responsibilities.
- Changes to County plans and regulations must be conducted in a manner that engages the participation of all interested and affected parties.

#### Goal:

- Update the General Plan, Zoning Regulations, and other ordinances in collaboration with all relevant stakeholders, to enhance our communities, promote public health, and protect natural resources.

#### Objectives:

- Determine where the existing General Plan is deficient in complying with state-mandated planning requirements or

addressing current issues such as climate change and natural resource protection.

- Determine where the existing General Plan and associated Area Plans should be revised to provide current information and clearer policy.
- Identify what new or revised regulations are necessary to implement the updated General Plan policies.
- Revise and eliminate outdated zoning regulations pertaining to land uses that no longer exist in the County.
- Simplify complicated code sections.
- Improve mapping resources in coordination with the countywide Geographic Information System.
- Obtain state and federal grants to help fund these updates.

**Major Milestones:**

- Provided the Board of Supervisors with a recommended response to the Coastal Commission's action on the Midcoast Local Coastal Program Update
- Completed the Housing Element Update
- Obtained approval from the Board of Supervisors for the new procedures and policies to implement the Williamson Act Program Update
- Apply for and obtain additional grant funding from a number of sources to help finance various components of the General Plan Update
- Finish the Local Hazard Mitigation Plan Update
- Complete the North Fair Oaks Community Plan Update by October 2011
- Update General Plan policies to enhance energy efficiency and address impacts of climate change
- Develop a work plan, time frame, and funding strategy for other necessary updates to the General Plan and associated regulations and implementation procedures

**Partners:**

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- County Health System
- County Parks Department
- Planning Commission
- County Counsel
- CAL FIRE
- Department of Housing
- School and Service Districts
- Interested community groups and non-profits

**FY 2010-11 Budget Impact:**

Funding in the amount of \$500,000 was allocated in the FY 2009-10 budget for the review and revision of the County General Plan and Zoning Regulations, and the remainder of these funds has been carried forward in the FY 2010-11 towards the completion of the project. Approximately \$500,000 in grant

funds, and a contribution of up to \$150,000 in housing trust funds, have also been provided for the update of the North Fair Oaks Community Plan. Energy Efficiency Block Grants issued to the County pursuant to the American Recovery and Reinvestment Act has been allocated to updating the General Plan to address energy efficiency and climate change issues. Effective management and completion of these projects and the other milestones listed above are dependent upon the Department's ability to maintain current staffing levels and obtain additional sources of funding.

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

**Alignment to Shared Vision:**

- Livable Community
- Environmentally Conscious Community

**Major Issues to be Addressed:**

- County environmental regulations have not been kept current with state legislation.
- Enhanced environmental protection, and streamlined review procedures, can be achieved through the use of more current techniques and technologies.

**Goal:**

- Complete the update and implementation of County environmental review procedures in a manner that addresses state requirements, provides effective environmental protection, and establishes consistent and streamlined methods of review.

**Objectives:**

- Incorporate new statewide and regional guidelines into the County's environmental review procedures, including those related to climate change.
- Investigate and employ new sources of data, information, and technologies to maximize the accuracy of environmental reviews and the effectiveness of mitigation measures.
- Collaborate with other jurisdictions and transportation agencies to identify potential methods of streamlining the environmental review for transit oriented infill development pursuant to the provisions of SB 375.
- Revise, update, and refine the Green Building Regulations expanding the program to include additional types of construction projects, new standards, existing home system improvements, and incentives for complying with the program.
- Amend the Department's Building Regulations every three years to comply with the State's Building Regulation Updates.

**Major Milestones:**

- Update County environmental procedures.
- Update the California Environmental Quality Act (CEQA) initial study checklist and negative declaration documents



- Train staff in the new regulations and procedures regarding environmental protection
- Coordinate the General Plan Update with regional Sustainable Communities Strategy required by SB 375

**Partners:**

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- Environmental Health Services
- Planning Commission
- County Counsel
- Cal Fire
- Interested community groups
- State, regional, and local agencies and organizations involved in SB 375 implementation and other environmental initiatives

**FY 2010-11 Budget Impact:**

Existing staff resources will be utilized to update the environmental protection procedures and documentation and provide training.

**Other Significant Objectives by Program**

The Planning and Building Department includes the following programs:

- Administration and Support
- Long Range Planning Services
- Development Review Services

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

**Administration and Support**

- Further expand the functionality of the Geographic Information System in departmental operations and integrate it with the permit processing database
- Utilize new features and enhancements of the existing permit processing and tracking software while exploring options for a transition to a new permitting system prior to the suspension of support by the current software vendor
- Re-evaluate and revise the fee structure for permits and services in response to a varying level of General Fund support to the Department and the need to recover the cost of implementing new state requirements
- Promote succession planning efforts and activities to ensure continuity in the Department's operations and service delivery

**Long Range Planning Services**

- Apply the conclusions of Midcoast Groundwater Studies to an evaluation of potential policy changes and additional planning and research needs

- Complete an update of the Comprehensive Airport Land Use Compatibility Plan for the environs of San Francisco International Airport
- Develop and implement grading ordinance changes and other policy and regulation updates resulting from the Watershed Protection Outreach Program
- Coordinate with other County Departments and jurisdictions to implement and respond to new regional stormwater permitting requirements
- Support interagency efforts to protect and restore County watersheds by participating as a member of the new San Mateo County Integrated Watershed Restoration Program Technical Advisory Committee
- Implement the new plans and programs contained in the 2009 Housing Element Update, including revisions to County regulations regarding secondary dwelling and inclusionary housing units
- Work with the Coastal Commission and other state agencies to resolve policy differences, such as those that came up during the processing of the Midcoast LCP Update, in order to carry out state mandates in a way that is financially feasible and consistent with County objectives.

**Development Review Services**

- Achieve an overall customer satisfaction rating of at least 90%
- Issue 1,700 building permits and improve permit processing
- Maintain staffing levels and provide training to all staff on a continual basis
- Implement new regional stormwater permitting requirements
- Re-evaluate and revise the current Development Review fee schedules for permits and services provided to the public and recover the cost of implementing new state requirements
- Develop and implement a shortened staff report template to simplify and expedite staff report preparation

## Planning and Building (3800B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Licenses, Permits and Franchises | 3,254,786         | 2,408,163         | 2,449,077          | 2,339,000              | (110,077)          | 2,339,000              |
| Fines, Forfeitures and Penalties | 16,252            | 19,373            | 15,000             | 15,000                 |                    | 15,000                 |
| Intergovernmental Revenues       |                   |                   | 30,000             | 50,000                 | 20,000             | 25,000                 |
| Charges for Services             | 2,144,004         | 1,442,053         | 1,524,200          | 1,237,100              | (287,100)          | 1,364,384              |
| Interfund Revenue                | 119,398           | 57,502            | 70,000             | 95,000                 | 25,000             | 80,200                 |
| Miscellaneous Revenue            | 628,267           | 501,199           | 755,689            | 147,200                | (608,489)          | 147,200                |
| <b>Total Revenue</b>             | <b>6,162,707</b>  | <b>4,428,289</b>  | <b>4,843,966</b>   | <b>3,883,300</b>       | <b>(960,666)</b>   | <b>3,970,784</b>       |
| Fund Balance                     | 4,996,734         | 5,610,489         | 4,691,353          | 3,069,065              | (1,622,288)        | 2,764,708              |
| <b>TOTAL SOURCES</b>             | <b>11,159,441</b> | <b>10,038,778</b> | <b>9,535,319</b>   | <b>6,952,365</b>       | <b>(2,582,954)</b> | <b>6,735,492</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 5,722,044         | 5,928,017         | 6,811,006          | 6,678,987              | (132,019)          | 6,856,810              |
| Services and Supplies            | 4,097,048         | 3,432,237         | 7,246,070          | 4,949,820              | (2,296,250)        | 4,641,564              |
| Other Charges                    | 896,194           | 821,470           | 832,440            | 614,746                | (217,694)          | 614,746                |
| Fixed Assets                     | 12,537            |                   |                    |                        |                    |                        |
| Other Financing Uses             | (46)              |                   |                    |                        |                    |                        |
| <b>Gross Appropriations</b>      | <b>10,727,778</b> | <b>10,181,724</b> | <b>14,889,516</b>  | <b>12,243,553</b>      | <b>(2,645,963)</b> | <b>12,113,120</b>      |
| Intrafund Transfers              | (2,993,633)       | (2,539,504)       | (5,526,667)        | (4,401,813)            | 1,124,854          | (4,346,257)            |
| <b>Net Appropriations</b>        | <b>7,734,145</b>  | <b>7,642,220</b>  | <b>9,362,849</b>   | <b>7,841,740</b>       | <b>(1,521,109)</b> | <b>7,766,863</b>       |
| Contingencies/Dept Reserves      | 4,167,480         | 4,167,480         | 1,962,137          | 760,547                | (1,201,590)        | 618,551                |
| <b>TOTAL REQUIREMENTS</b>        | <b>11,901,625</b> | <b>11,809,700</b> | <b>11,324,986</b>  | <b>8,602,287</b>       | <b>(2,722,699)</b> | <b>8,385,414</b>       |
| <b>NET COUNTY COST</b>           | <b>742,184</b>    | <b>1,770,922</b>  | <b>1,789,667</b>   | <b>1,649,922</b>       | <b>(139,745)</b>   | <b>1,649,922</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| Salary Resolution                | 56.0              | 55.0              | 52.0               | 52.0                   |                    | 52.0                   |
| Funded FTE                       | 55.7              | 54.6              | 53.7               | 51.6                   | (2.1)              | 51.6                   |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$2,582,954 or 27% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Licenses, Permits and Franchises

There is a decrease of \$110,077 in this funding source due to a slow down in building construction activity and a consequent decrease in related permit applications for new development resulting from the continued poor general economic conditions.

#### Fines, Fees and Forfeitures

No change.

#### Intergovernmental Revenues

There is an increase of \$20,000 in this funding source due to reimbursement for staff time spent on project management of the AARA-funded Energy and Conservation Studies for the County General Plan Energy Element.

#### Charges for Services

There is a decrease of \$287,100 in this funding source due to a decline in demand for plan checking and engineering review services in the absence of any major construction projects being undertaken and fewer permit applications for new construction.

#### Interfund Revenue

There is an increase of \$25,000 in this funding source due to reimbursement for staff time spent on project management for the North Fair Oaks Community Plan Update being jointly funded by the County Department of Housing and the federal Metropolitan Transportation Commission.

#### Miscellaneous Revenue

There is a decrease of \$608,489 in this funding source primarily due to elimination of one-time revenue for permit-related contracts that include environmental impact report preparation and mitigation monitoring administered on behalf of developers / applicants.

#### Fund Balance

There is a decrease of \$1,622,288 in this funding source due to reduction in Reserves and a decline in permit-related revenue resulting from the general deterioration in economic conditions.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$2,722,699 or 24% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$132,019 in this expenditure category due to mid-year elimination of positions, reductions in annuity, Extra Help, overtime and management cashout accounts, and increases in retirement and health benefits.

#### Services and Supplies

There is a net decrease of \$2,296,250 in this expenditure category primarily due to the decline in funding transferred to the Development Review and Long Range Planning Services programs to cover operating expenditures, the elimination of one-time contracts for various consulting services, and reductions in expenditures for furniture, equipment., computer hardware and software, and miscellaneous accounts resulting in lowered in-house administrative service charges.

#### Other Charges

There is a decrease of \$217,694 in this expenditure category due to reductions in Information Services project and data backup charges, copy center expenditures, leased motor vehicle costs, and appropriation for County Counsel charges.

#### Intrafund Transfers

There is a decrease of \$1,124,854 in this expenditure category due to lower allocated centralized administrative services costs and reduced transfer of funding from Reserves to the Development Review Services and Long Range Planning Services programs to offset operating and one-time contract costs not covered by revenues and the General Fund contribution.

Contingencies/Departmental Reserves

There is a decrease of \$1,201,590 in this expenditure category due to the decline in Fund Balance and the use of Reserves to offset the decline in permit fees and related revenues. The balance in General Fund Reserves represents 9.7% of Net Appropriations, which exceeds the County 2% Reserves requirement by \$603,712.

**NET COUNTY COST**

There is a net decrease of \$139,745 or 7.8% in this Department's General Fund allocation due to increases of \$218,188 for retirement and other benefit costs and a 20% target reduction of \$357,933 for the Planning Department portion of the County's Structural Deficit Reduction Plan.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$216,873 or 3% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

No change.

Fines, Fees and Forfeitures

No change.

Intergovernmental Revenues

There is a decrease of \$25,000 in this funding source due to reduced reimbursement for staff time to be spent on the AARA-funded Energy and Conservation Studies for the County General Plan Energy Element.

Charges for Services

There is an increase of \$127,284 in this funding source due to an anticipated increase in new construction permit applications requiring plan checking and engineering review services.

Interfund Revenue

There is a decrease of \$14,800 in this funding source due to reduced reimbursement for staff time to be spent on project management for the North Fair Oaks Community Plan Update.

Miscellaneous Revenue

No change.

Fund Balance

There is a decrease of \$304,357 in this funding source due to reduced Reserves and increased personnel costs not offset by other revenue sources.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$216,873 or 2.5% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$177,823 in this expenditure category due to higher retirement and health benefit costs along with addition of funding for annuity contribution and management cash-out option.

Services and Supplies

There is a decrease of \$308,256 in this expenditure category primarily due to reduction in one-time contracts for the General Plan / Zoning Regulations Update project.

Other Charges

No change.

Intrafund Transfers

There is a net decrease of \$55,556 in this expenditure category due to increased in-house administrative service charges for centralized costs and decreased funding transferred between programs to offset operating expenditures.

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Contingencies/Departmental Reserves

There is a decrease of \$141,996 in this expenditure category due to a reduction to meet operating costs and one-time project expenditures. The balance in General Fund Reserves represents 8% of Net Appropriations, which exceeds the County 2% Reserves policy by \$463,214.

**NET COUNTY COST**

No change.

## Administration and Support (3810P)

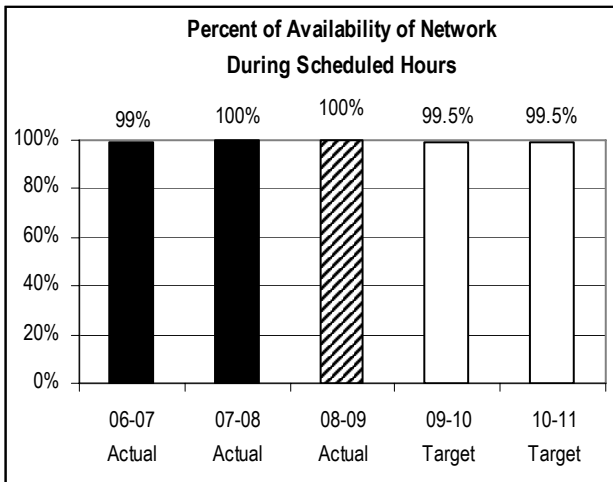
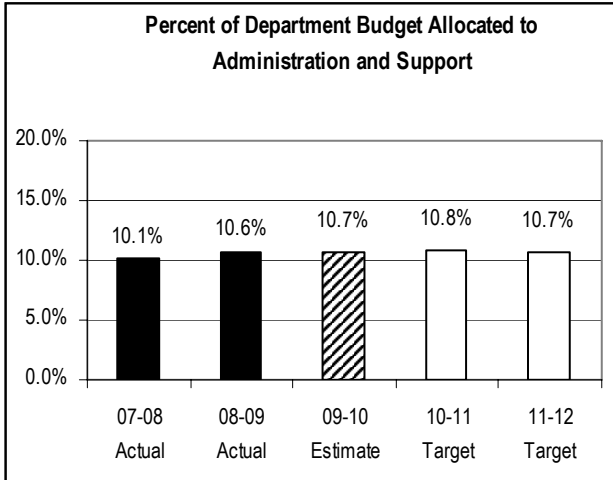
### Program Locator

County  
 Livable Community  
 Planning and Building Department  
 ▷ **Administration and Support**  
 Long Range Planning Services  
 Development Review Services

### Services and Accomplishments

The Administration and Support Services Program primarily contributes to the goals of the Collaborative Shared Vision 2025 of our leaders forging partnerships, promoting regional solutions with informed and engaged residents and approaching issues with fiscal accountability and concern for future impacts by offering direction and support to the Planning and Building Department's two major programs, Development Review Services and Long Range Planning Services. Senior management provides direction and guidance in defining Department priorities that align with the County's Shared Vision. Support is provided to improve service delivery, enhance the quality and presentation of information and reports, maintain and upgrade the technical infrastructure, and ensure fiscal viability, including the development and monitoring of the Department's budget. Secretarial and administrative support is provided to the Planning Commission, Zoning Hearing Officer, and Coastside, Bayside and Emerald Lake Hills Design Review meetings. Fiscal and administrative support is also furnished to the Airport and Community Roundtable.

### Headline Measures



The following are major accomplishments in the current year:

- Amended the Green Building Regulations, expanding the program to include additional types of construction projects (less than 50% valuation remodels), new standards, and existing home improvements
- Adopted new procedures and policies implementing the updated Williamson Act Program
- Reallocated staff resources to successfully address workload demand, and continued efforts to promote succession planning by identifying key positions being vacated by retiring employees, working with them to create a plan to ensure a smooth transition, and fostering internal promotions
- Successfully installed the most current version of the Permit\*Plan Advantage and eConnect online permit tracking system software, and upgraded the Oracle database server and client workstations to the latest version to provide the most compatible platform for Permit\*Plan
- Contributed land use and environmental data to the County Geographic Information System that enhanced mapping and analysis capabilities and led to more accurate and efficient decisions and enhanced the Department's redesigned website in a manner that improved navigation and content

### Program Outcome Statement

Administration and Support enables the staff of the Planning and Building Department to deliver effective, responsive, quality services to its customers and the public through the provision of overall management and organizational direction, and of automation, fiscal, graphics, payroll and personnel, reception, secretarial, word processing, and other administrative services in an efficient, well-managed office environment.

### Story Behind Performance

During FY 2009-10, Administration was successful in continuing to address workloads in spite of reduced staffing that included eliminating three positions. Reallocating staff assignments has allowed the Department to maintain service delivery levels. As part of this effort, Building Inspectors are assisting the Code Compliance Section with field inspections regarding zoning and building code violations and a Building Permit Technician also provides assistance to the Code Compliance Section with file research and follow-up

actions to resolve code violation cases. Current Planning staff continues to assist the Long Range Planning Program with projects such as updating the grading ordinance, flood regulations, parking regulations, and second unit regulations.

The Department has continued to work closely with the Agricultural Advisory Committee and collaborated with other County Departments to develop a final draft program proposing new procedures and policies to implement the County's updated Williamson Act Program. Both the Planning Commission and the Board of Supervisors considered the Program during this past fiscal year. Also, as part of the Department's ongoing efforts with this program, the formal non-renewal process was initiated on lands non-compliant with the County's Williamson Act contracts.

The Department was also successful with their FEMA (Federal Emergency Management Agency) "Community Assistance Visit" that resulted in a clean report after reviewing our ordinances, development review processes and procedures, and mapping and document accuracies. As a result of the Department's clean report, the Department entered into FEMA's Community Rating System; a program that helps unincorporated County residents in severe flood hazard areas purchase discounted flood insurance.

The Green Building Program continues to be refined and revised. Recent revisions include expanding the program to include additional types of construction projects, new standards, and existing home system improvements. This program lowers energy usage, reduces the operating and maintenance costs for buildings, provides a healthier indoor environment, and reduces waste in landfills. Since the program's inception in March 2008, more than 60 new homes or major remodels and commercial projects have applied for building permits under the Green Building Ordinance.

During this past fiscal year, the Department also completed an internal review of its service fee schedules and successfully added and adjusted planning and building fees for services the Department was either absorbing or providing at no cost to the public or that did not reflect the actual cost of providing the service. Before this amendment, the Department had not increased or amended any services fees since FY 2004-05. In the upcoming fiscal year, the Department will undergo a comprehensive review of the current permit fees and services to address the varying level of General Fund support to the Department.

A primary function of the support component of this Program is to maintain a highly reliable and progressive computer network environment with uninterrupted availability to enable staff to perform their work more quickly, easily and efficiently, as well as to provide citizens with greater access to information and services. Permit\*Plan Advantage, the Department's automated permit processing and tracking system, and its companion on-line system, eConnect, have been upgraded to their most recent releases to keep abreast of the latest enhancements, and the interactive voice response system has been expanded to allow building inspectors to enter inspection data from the field and permit applicants to be automatically notified by a recorded phone message of the inspection results. New virtualization server technology has been employed when the former

server housing the Office suite and Groupwise software applications on a Novell platform was replaced with shared computer space on a virtual server maintained by the Information Services Department. This will reduce energy consumption as well as provide a more stable and well-supported computing environment. The biggest challenge ahead, however, is in planning for the replacement of our mission-critical application, Permit\*Plan, in the coming years since this software is nearing its end of life. We will be exploring options with other vendors as well as seeking to collaborate with the Department of Public Works, and possibly other nearby jurisdictions, to determine the best and most economical solution for migrating to a new state-of-the-art system with a wider range of capabilities.

The Graphics Section provides critical support to the Department's core functions by maintaining and enhancing the tools and materials used to engage the public in planning and regulatory programs and facilitates the review and decision making process. During FY 2009-10, Graphics completed a redesign of the Department's website that improved navigation and content and thereby enhanced the Department's ability to communicate with the public. It also provided data and program support to the County's Geographic Information System that benefited an number of County Departments and made useful information more accessible to the public. Ongoing responsibilities include providing website maintenance services to C/CAG and the San Francisco Airport Roundtable, and creating the mailing lists, exhibits, maps, signs, presentations, and publications used by the Department on a regular basis. Graphics also contributes data, statistics, and technical analyses to the census and other agencies and organizations involved in local and regional planning efforts.

The Administration and Support Program costs represented an estimated 11% of the Department's budget in FY 2009-10. This amount has increased slightly over the previous year primarily due to the inclusion of the Deputy Director's position in this Program, but is projected to remain relatively constant in the current budget cycle. The Program has chosen to track these costs as a new headline measure to highlight the Program's commitment to excellent service to the other programs in the Department while keeping overall costs low.

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

- To update the General Plan and Zoning Ordinance
- To keep current with new technologies and implement the changes needed to maintain and enhance file management, information distribution, and data analysis applications
- To research and plan for the most effective and economical replacement for our current mission-critical automated permit processing and tracking system that is nearing its end of life usefulness
- To balance and maintain quality service with decreasing budgetary resources

## Program Objectives

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

### Implement Policies and Programs that Improve Service Provision and Environmental Quality

- Continue to implement and evaluate the new operational procedures to improve the quality of service provided by the Department, such as schedules for submittal dates and hearing dates, standardized review periods for outside agencies, and updated application submittal checklists
- Implement the work plan for updating the General Plan and Zoning Regulations
- Update the County's California Environmental Quality Act initial study checklist with implementation and procedures documents
- Implement a shortened staff report template to simplify and expedite staff report preparation for minor type public hearing projects

### Provide a Well-Maintained Working Environment

- Maintain correct ergonomic conditions of workstations to ensure individual suitability in accordance with current standards and provide ergonomic training for new staff
- Ensure that common areas are kept in a clean and orderly condition
- Continue work on reorganizing the basement storage area and transferring older or inactive records on a regular basis to offsite storage
- Further expand the use of imaging technology for document storage and retrieval to improve information accessibility and reduce office floor space file storage requirements

### Maintain 99% Availability of Network During Scheduled Hours and Implement Technology Improvements

- Monitor service life of network appliances and replace servers, desktops and printers as warranties expire
- Upgrade network operating system and desktop software as older versions become obsolete to ensure a stable and well integrated computing environment
- Maintain the Permit\*Plan Advantage application, Oracle operating system, and Crystal forms and reports software in their most current version to ensure continued maintenance support
- Link the Geographic Information System and Permit\*Plan databases to enable staff to query data regarding parcel, census and other land use information when processing applications and complete the digitalization of the land use and agricultural preserve layers
- Provide Graphics staff with additional training in the Geomedia/ GIS software that will assist in an improved GIS mapping capabilities and utilization
- Update and refine the Department's new website to provide current information regarding activities and achievements as well as accessibility to informational material
- Work with Information Services Department to research options for replacing the Department's current permit-processing

software applications, Advantage and eConnect, with a newer system providing expanded capabilities

### Achieve Administration and Budget Targets

- Maintain a stable ratio of 11% or less of the total departmental budget devoted to administration and support services
- To re-evaluate and revise the structure for permit fees and services to maximize the Department's ability to recover the cost of program administration
- To improve cost efficiencies in data storage and file management
- To carefully monitor and control expenditures to ensure programs come within budget



**Performance Measures Summary Table**

| <b>Performance Measures</b>   | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|---|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What/How Much We Do (Effort)</b>   |                              |                              |                                |                              |                              |
| Number of service requests processed for:                                   |                              |                              |                                |                              |                              |
| - Word processing   | 3,798                        | 3,437                        | 2,500                          | 2,800                        | 3,000                        |
| - Graphics  | 1,022                        | 992                          | 950                            | 980                          | 1,000                        |
| Number of public hearing items agendized                                    | 237                          | 171                          | 110                            | 125                          | 150                          |
| <b>How Well We Do It (Quality / Efficiency)</b>                             |                              |                              |                                |                              |                              |
| Percent of service requests completed by due date:                          |                              |                              |                                |                              |                              |
| - Word processing   | 100%                         | 100%                         | 100%                           | 100%                         | 100%                         |
| - Graphics  | 95%                          | 98%                          | 95%                            | 98%                          | 98%                          |
| Percent of letters of decision mailed by three working days of hearing date | 99%                          | 100%                         | 100%                           | 100%                         | 100%                         |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                             |                              |                              |                                |                              |                              |
| Percent of Department budget allocated to Administration and Support        | 10.1%                        | 10.6%                        | 10.7%                          | 10.8%                        | 10.7%                        |
| Percent availability of network during scheduled hours                      | 99%                          | 100%                         | 100%                           | 99.5%                        | 99.5%                        |

## Administration and Support (3810P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 14.0              | 15.0              | 15.0               | 15.0                   |                   | 15.0                   |
| Funded FTE                | 13.9              | 14.9              | 14.9               | 14.9                   |                   | 14.9                   |
| <b>Total Requirements</b> | 4,350,126         | 3,807,818         | 4,887,834          | 3,348,487              | (1,539,347)       | 3,044,130              |
| <b>Total Sources</b>      | 4,618,294         | 4,252,183         | 4,691,353          | 3,069,065              | (1,622,288)       | 2,764,708              |
| <b>Net County Cost</b>    | (268,168)         | (444,364)         | 196,481            | 279,422                | 82,941            | 279,422                |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Non-Mandated Services     |                   |                   | 196,481            | 279,422                | 82,941            | 279,422                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$279,422 or 8.3%, of which \$279,422 or 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include salary and benefit adjustments

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and increases in retirement costs and health benefit costs; mid-year position changes; elimination of one-time projects and equipment; elimination of contract expenditures; reductions in office supplies, computer software and hardware purchases, training, and postage; adjustments to internal service charges for Information Services, Copy Center and County Counsel; decrease in reimbursement for in-house administrative service charges due to central operating cost reductions; and a decrease in Reserves to cover operating costs of the Development Review Services and Long Range Planning Services Programs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (1,622,288)     | (955,113)      | 617,356             | (1,201,590) | 82,941          | 0         |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit costs; adjustments to office supplies, furniture, equipment, and computer-related expenditures; a decrease in in-house administrative service charges; and a decrease in Reserves to cover operating costs of the Development Review Services and Long Range Planning Services Programs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (304,357)       | (54,556)       | (107,805)           | (141,996) | 0               | 0         |

## Long Range Planning Services (3830P)

### Program Locator

- County
  - Livable Community
    - Planning and Building Department
      - Administration and Support
        - ▶ **Long Range Planning Services**
          - Development Review Services

primarily assures that development complies with County regulations.

### Services and Accomplishments

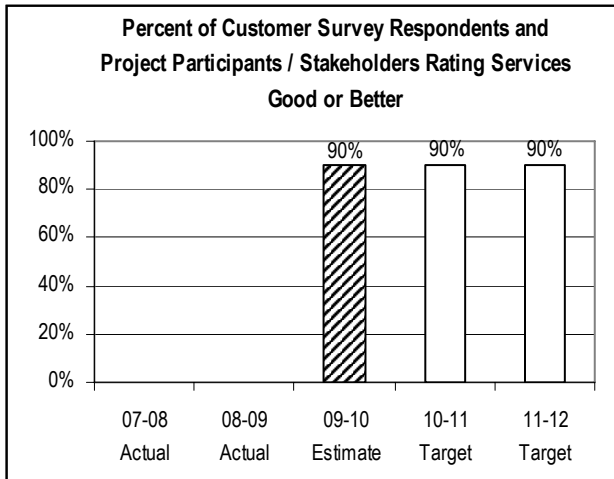
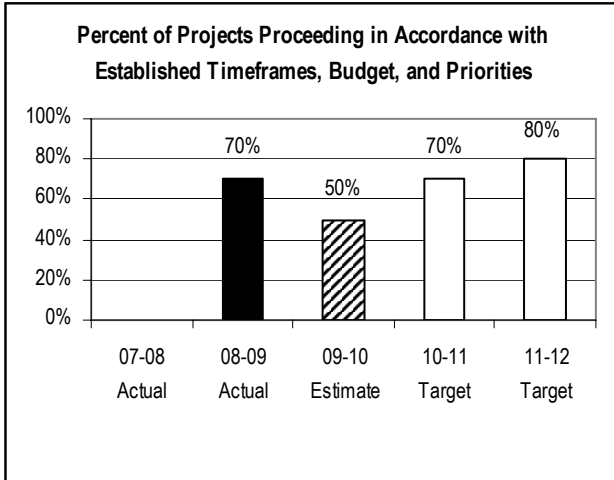
The Long Range Planning Services Program primarily contributes to the Livable Shared Vision 2025 of growth occurring near transit, promoting affordable, livable connected communities by preparing and participating in plans, programs and studies that are mandated by State law, commissioned by the Board of Supervisors, or contracted by the City/County Association of Governments (C/CAG). The Program also ensures that established plans and regulations are complied with through its code compliance unit, and by conducting General Plan Conformity reviews of property transactions by other county departments and local agencies. In addition, one member of the Long Range Planning Services staff acts as the County's Zoning Hearing Officer, who conducts public hearings and renders decisions on certain development applications.

The role of the Long Range Planning Services Program includes maintaining and updating the County's General Plan and associated area plans; updating local zoning regulations; participating in C/CAG sponsored sub-regional planning efforts, such as the Countywide Transportation Plan, Congestion Management Plan, and Airport Land Use Plans; and providing services to address airport compatibility, such as staff support for the San Francisco International Airport/Community Roundtable.

The following are major accomplishments in the current year:

- Initiated updates to the General Plan that enhance its organization and content, including the incorporation of new policies and programs that address climate change issues
- Drafted land use alternatives, started environmental review, and worked with the community to identify the preferred land use scenarios for the North Fair Oaks Community Plan Update
- Initiated the process of amending zoning districts and inclusionary housing regulations to implement the policies and programs contained in the 2009 Housing Element Update
- Pursued grants and collaborated with governmental agencies and community organizations to obtain funding and assistance that enabled progress on additional components of the General Plan update, development of the Midcoast groundwater management plan, and implementation of priority park, trail, transit, and infrastructure projects.

### Headline Measures



### Program Outcome Statement

The Long Range Planning Services Program formulates land use and transportation plans, policies, regulations and programs which determine the orderly and efficient development of urban and rural areas while conserving and protecting valuable natural resources through a process of extensive public participation and highly collaborative inter-governmental coordination. The program also administers the Department's code compliance function that

### Story Behind Performance

Project outcomes and levels of customer satisfaction provide the primary measures by which the performance of the Long Range Planning Services Program is evaluated. Project outcomes are measured by the rate and cost of progress on the priority projects established in an annual work plan. Customer satisfaction is gauged

by the degree to which residents and stakeholders feel that the program is being administered effectively.

The Program made significant progress on priority projects during FY 2009-10 by completing the Housing Element and Williamson Act Program Updates, and by working with the Coastal Commission to conclude its review of the Midcoast LCP Update. The Program also made significant progress on the North Fair Oaks Community Plan Update by forming steering and technical advisory committees, initiating an extensive community engagement process, creating a project website, and completing an existing conditions analysis. Other work plan accomplishments included the release of the Phase III Midcoast Groundwater Study and the establishment of procedures to implement new state requirements for water efficient landscaping and stormwater pollution prevention, all of which furthered the goals of the Watershed Protection Program. Long Range Planning Services also contributed to C / CAG's update of the Countywide Transportation Plan by participating as a member of the interagency committee that met on a regular basis to provide input on the content and organization of the update.

These accomplishments were achieved consistent with the budgets and priorities established by the Program's work plan, but were not always within projected timelines. The need to analyze and respond to significant issues raised by the Coastal Commission regarding the Midcoast LCP Update was a factor that resulted in delays to this and other projects, as well as coordination with the Agricultural Advisory Committee on their review of the Williamson Act Program. Although the Midcoast LCP and Williamson Act Program Updates have been completed, Long Range Planning Services continues to have a significant ongoing role in their administration.

Other state requirements addressed by the Program include those that set minimum standards for Housing Elements, stormwater pollution controls, and water conservation. Implementation of SB 375 and AB 32, establishing regional planning and emission reduction requirements, is another state mandate that requires a significant commitment of program staff. In recognition of the influence that these requirements have on the Program's ability to initiate and complete other priority projects, the target for meeting previously established timeframes has been temporarily reduced from 80% to 70%. The Program is currently in the process of updating its work plan so that an 80% target can be re-established and achieved in future years.

In response to the demand for Long Range Planning Services and the slowdown in permit activity attributable to current economic conditions, planners from the Development Review Services Program have been assisting with long range planning projects, and a building permit technician has been assisting code compliance. This has helped the Long Range Planning Program maintain acceptable, but not optimal, levels of service. Maintaining and improving performance will depend on the Program's ability to secure staffing levels and project funding that currently exceed existing and projected revenues.

Notwithstanding these challenges, the Program maintains a steadfast commitment to engaging the public in its planning efforts.

Obtaining precise measurements of the public's satisfaction with these efforts has been difficult because very few County Cares surveys have been submitted regarding Long Range Planning Services. Nevertheless, the general feedback received during public hearings and community meetings indicates that the Program is performing at a satisfactory level. In order to address the lack of County Cares Surveys and provide quantifiable measurements of customer satisfaction, the Program is pursuing other methods of obtaining feedback, such as by distributing and collecting evaluation forms at public workshops.

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

- To produce quality projects and maintain acceptable levels of service with limited staff and financial resources
- To ensure interested parties and stakeholders are provided with adequate opportunity to participate in planning efforts
- To develop effective tools for measuring the quality and effectiveness of program services
- To address new state and regional requirements for which additional funding has not been provided or secured

#### **Program Objectives**

The Long Range Planning Services Program will meet performance targets by doing the following:

##### Ensure that at least 70% of Long Range Planning Projects are Proceeding in Accordance with the Timeframes, Budget, and Priorities

- Work with decision makers and stakeholders to identify projects priorities, time lines, and budgets that are in balance with available staffing and funding sources
- Complete the major projects that have taken longer than anticipated so the program can improve upon the 50% mid-year measurement and re-establish a target of 80% in future years
- Pursue opportunities to share services and collaborate on priority projects with other departments, organizations, and agencies that have mutual objectives and are subject to similar mandates

##### Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Provide thorough and timely opportunities for public input and be responsive to the comments and concerns received
- Distribute evaluation forms at planning workshops and develop other methods of obtaining feedback from project participants and stakeholders on the quality of outreach efforts and work products
- Maintain, and where possible improve, current level of service without placing additional demands on the General Fund by obtaining grants and collaborating with other programs, departments, agencies, and organizations to achieve mutual program objectives

## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of minor projects / programs in development (less than one year)  | 9                    | 9                    | 9                      | 8                    | 8                    |
| Number of major projects/programs in development (one year or more)  | 5                    | 16                   | 12                     | 10                   | 10                   |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of total hours spent on projects and programs that contribute to the following Shared Vision 2010 goals:                   |                      |                      |                        |                      |                      |
| - Increase housing supply, especially additions to affordable and transit oriented development housing supplies                    | 11%                  | 12%                  | 13%                    | 15%                  | 15%                  |
| - Reduce traffic congestion  | 7%                   | 1%                   | 1%                     | 15%                  | 15%                  |
| - Preserve and enhance the natural environment and increase recreational opportunities   | 22%                  | 20%                  | 30%                    | 25%                  | 25%                  |
| - Enhance the built environment  | 33%                  | 46%                  | 36%                    | 25%                  | 25%                  |
| - Reduce airport noise   | 27%                  | 21%                  | 20%                    | 20%                  | 20%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of projects proceeding in accordance with established time frame, budget, and priorities (data development) <sup>(1)</sup> | ---                  | 70%                  | 50%                    | 70%                  | 80%                  |
| Percent of customer survey respondents and project participants / stakeholders rating services good or better <sup>(2)</sup>       | ---                  | ---                  | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup>This was a new measure in FY 2008-09.

<sup>(2)</sup> Methodology for this measure changed in FY 2009-10.

## Long Range Planning Services (3830P) Resource Allocation Summary

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution            | 8.0               | 8.0               | 7.0                | 7.0                    |                   | 7.0                    |
| Funded FTE                   | 8.0               | 8.0               | 7.7                | 7.0                    | (0.7)             | 7.0                    |
| <b>Total Requirements</b>    | 885,169           | 1,263,731         | 1,337,724          | 1,262,370              | (75,354)          | 1,222,570              |
| <b>Total Sources</b>         | 706,532           | 1,023,875         | 231,200            | 281,200                | 50,000            | 241,400                |
| <b>Net County Cost</b>       | 178,638           | 239,856           | 1,106,524          | 981,170                | (125,354)         | 981,170                |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>Mandated Services</b>     |                   |                   | 387,283            | 392,468                | 5,185             | 392,468                |
| <b>Non-Mandated Services</b> |                   |                   | 719,241            | 588,702                | (130,539)         | 588,702                |

### Discretionary Net County Cost

This portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Costs (NCC) is \$981,170 or 77.7%, of which \$981,170 or 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include updates of various codes and regulations, zoning administration, code compliance, a portion of cost-applied charges for administration and centralized services, and salary and benefit costs.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position change; reductions in one-time project and contract expenditures and in-house administrative services charges; increase in reimbursement for staff time spent on special projects; and a decrease in Intrafund Transfers from Administration and Support to cover operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 50,000          | (339,135)      | 263,781             | 0        | (125,354)       | 0         |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

## 2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; reduction in contract expenditures and in-house administrative service charges; and a decrease in Intrafund Transfers from Administration and Support to cover operating costs.

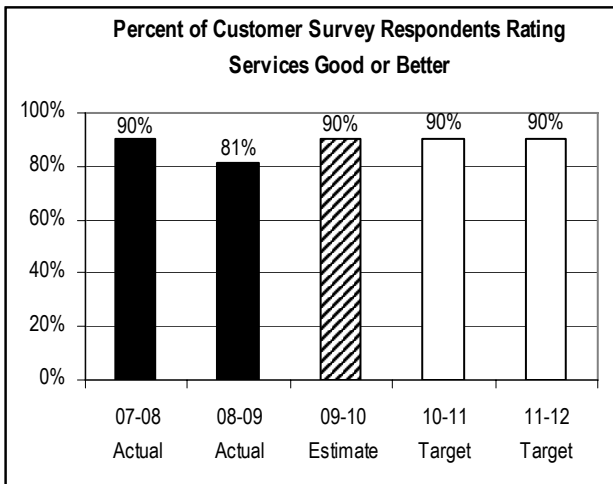
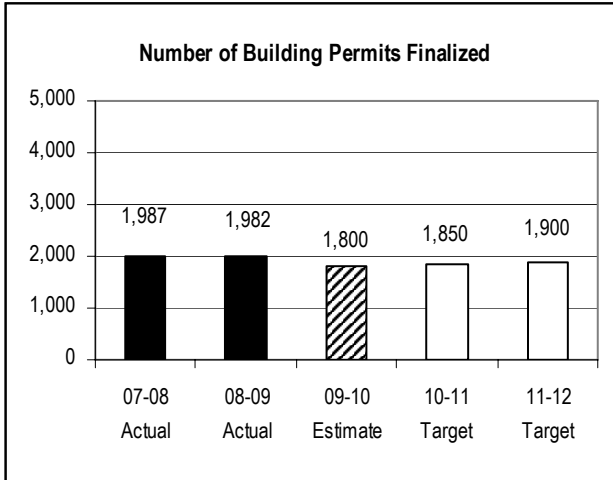
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (39,800)        | (244,753)      | 204,953             | 0        | 0               | 0         |

## Development Review Services (3840P)

### Program Locator

County  
 Livable Community  
 Planning and Building Department  
 Administration and Support  
 Long Range Planning Services  
 ▷ **Development Review Services**

### Headline Measures



### Program Outcome Statement

The Development Review Services Program promotes sustainable land use and development, ensures environmental protection, and ensures quality construction to protect public safety and welfare by educating the public, and implementing and enforcing planning, environmental, and construction regulations in the unincorporated area of San Mateo County.

### Services and Accomplishments

The Development Review Services Program, which consists of the Current Planning and Building Inspection Sections, primarily contributes to the Environmentally Conscious Shared Vision 2025 of ensuring that our natural resources are preserved through environmental stewardship, reducing our carbon emissions and using energy, water, and land more efficiently by providing information and guidance regarding regulation compliance and assistance to customers at the Development Review Services Center who are seeking planning and building permits.

The following are major accomplishments in the current year:

- Revised building regulations for the “Green Building Program” expanding the program to include additional types of construction projects (less than 50% valuation remodels), new standards, and existing home system improvements, countywide, while continuing coordination and networking with other building and fire departments to improve code development and implementation consistency
- Drafted new procedures and policies, adopted by the Planning Commission and Board of Supervisors, to bring the County into full compliance with the State Williamson Act regulations
- Improved and refined over-the-counter building permits for kitchen and bathroom remodels and express service and reviews for solar photovoltaic building permits
- Trained Building Inspection, Current Planning and Department of Public Works staff and informed applicants regarding State Water Board requirements, including National Pollutant Discharge Elimination System (NPDES) Provisions
- Improved Departmental coordination and response to potential stormwater violations on private property, resulting in the prevention or timely resolution of stormwater violations

### Story Behind Performance

With the current staffing levels in the Development Review Services Program, processing planning applications within four months to a public hearing remained at about 75% in FY 2009-10, and the Program continues to pursue improved internal procedures for planning and building plan checking to reduce turnaround times. The Program’s recently adopted performance measure of calculating the “Average Number of Days the Department Takes to Issue a ‘Major Type’ Building Permit” has indicated it takes approximately 200 days to issue permits such as new single-family residences, new multifamily residences, 75% valuation single-family residential remodels, and 50% valuation single-family residential remodels. The number of days to process and issue this permit includes the time required for the applicant to respond to other departments’ comments, and building plan checking comments for compliance with conditions, codes, and regulations.

Despite the current economic conditions and last fiscal year’s suspension of the contract planner and contract plan checking



services as a cost-saving measure, the Program's exceeded the countywide standard of 90% customer satisfaction. Customer satisfaction is directly related to adequate staffing levels and the training of staff. The ability to serve customers within 20 minutes or less continues to remain at 90% as a result of trained counter staff, the Building Permit Coordinator overseeing counter coverage during hours of operation, and the express service customer assistance process for both simple building permit application and picking up building permits ready for issuance.

The Department also passed the Community Audit Visit (CAV) review by FEMA (Federal Emergency Management Agency). In FY 2009-10, FEMA staff reviewed our ordinances, development review process, operating and variance procedures, and procedures for inspecting permitted development or discovering un-permitted development. The CAV process also included a review of our mapping accuracy, recent flooding, and flood control for projects underway, our process of Letter of Map Revisions and how we review and approve elevation certificates

As part of the ongoing response to the state's audit of the County's Williamson Act Program, the Current Planning Section reviewed the survey responses received from a sizable percentage of all property owners operating under Williamson Act contracts and sent non-renewal notices to nearly a third of those contract holders. The Department continues to work with the Agricultural Advisory Board and various County Departments towards the final development of new procedures and policies for the County's draft Williamson Act Program. The draft program was presented to the Board of Supervisors for review in June 2010.

The Building Inspection Section conducted Green Building Task Force committee meetings on an ad hoc basis during this past fiscal year with representatives from environmental interest groups, contractors, homeowners, realtors, and Planning and Building staff to further improve and clarify the "Green Building Program". As a result of the Committee's continued efforts, the Building Inspection Section successfully amended the new Green Building Code Regulations clarifying certain standards and requirements to improve the effectiveness of the program. The program continues to provide incentives for new and major remodeled residential construction, low-rise multifamily construction, and commercial and industrial construction. The Building Inspection Section successfully accomplished the adoption of revised and updated County Building Code Regulations, including local amendments to comply with the 2010 California Building Code Regulations.

The County of San Mateo Green Building Ordinance has been in effect since March 2008 and has served as a model for cities that have enacted their own Green Building Ordinances. Through January 2010, 60 projects had been applied for under the County Green Building Ordinance. All Building staff have received Certified Green Building Professional training from Build It Green, a nonprofit organization whose mission is to promote healthy and energy- and resource-efficient building practices in California.

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

- To continue to expedite and complete plan checking comments within 30 days and building permit inspections within two days for projects qualifying for the "Green Building Program"
- To implement the revised Williamson Act Program, including efforts to bring a substantial percentage of existing contracts into compliance with the newly adopted program
- To complete processing of planning and building permits within even shorter timeframes, given the complexity involved to develop remaining undeveloped properties that are subject to multiple environmental and political constraints and fewer staff
- To continue to improve the building permit field inspection recordation process by investigating and utilizing new technologies in the industry including interactive voice response (IVR) enhancements i.e. texting field inspector comments into the permit database
- To implement and ensure compliance with the new State-adopted Water Efficient Landscape Ordinance (WELO) requirements for select projects
- To develop and adopt revised Flood, Grading and Parking Regulations
- To partner in development of a region wide energy efficiency retrofit program for existing housing using California Energy Commission grant funds

#### **Program Objectives**

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

##### Achieve An Overall Customer Satisfaction Rating of at Least 90%

- Modify current internal processes for adjusting the Development Review Center's counter staffing levels for counter service by utilizing the Building Permit Coordinator
- Further refine and improve the express service customer assistance process for both simple building permit applications and picking up building permits ready for issuance by closely monitoring the sign-in sheet for these express type permits
- Improve Department website content, including improving internal procedures to efficiently provide Internet links to staff reports for public hearing items and by developing a hyper-linked version of the Zoning Regulations
- Ensure all staff participates in continuous comprehensive training programs
- Further explore development of an online, customer-accessible GIS
- Ensure staff is consistent in processing applications and providing information to the public and applicants

##### Issue 1,700 Building Permits and Improve Planning and Building Permit Processing

- Further refine and modify internal procedures for expediting projects qualifying for the "Green Building Program" and improve brochures, handouts and forms for our customers that are easy to understand and facilitate compliance with the program

- Continue to update and improve policy manuals for the Current Planning and Building Inspection Sections
- Conduct internal permit processing reviews in order to develop methods for improvement including digital document storage and plan checking reviews
- Continue to utilize and improve existing technology (e.g. the Geographic Information System) to assist staff with immediate and accurate evaluations of projects to improve permit processing time lines
- Expand the cross-training program for staff to improve and enhance their skills to assist with workloads in other sections of the Department
- Provide paperless plan review comments to applicants from all reviewing departments
- Monitor future inspection request levels throughout the day and adjust geographic area requests by needs of customers
- Continue revising and updating the County's California Environmental Quality Act (CEQA) initial study checklist and implementation and procedures documents, incorporating global warming criteria being developed by the State Office of Planning and Research
- Develop and implement a shortened staff report template to simplify and expedite staff report preparation, particularly for minor projects, thereby reducing Planning permit processing times
- Train Building Inspection, Current Planning and Department of Public Works staff and educate applicants regarding the recently adopted National Pollution Discharge Elimination System (NPDES) Municipal Regional Permit, including new regulations

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of building permits issued   | 1,944                | 1,704                | 1,650                  | 1,700                | 1,750                |
| Number of customers seen at the Development Review Center                                       | 13,464               | 11,338               | 11,100                 | 11,500               | 12,000               |
| Average number of days to issue a Major Type building permit (data development) <sup>(1)</sup>  | ---                  | 202                  | 200                    | 190                  | 180                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of customers served at the Development Review Center within twenty minutes              | 89%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Percent of planning permits requiring a public hearing processed within four months             | 69%                  | 73%                  | 75%                    | 75%                  | 75%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better                           | 90%                  | 81%                  | 90%                    | 90%                  | 90%                  |
| Number of building permits finalized  | 1,987                | 1,982                | 1,800                  | 1,850                | 1,900                |
| Percent of major type building permits issued within 365 days (data development) <sup>(1)</sup> | ---                  | 87%                  | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup>These were new measures in FY 2008-09.

### **Development Review Services (3840P) Resource Allocation Summary**

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution            | 34.0              | 32.0              | 30.0               | 30.0                   |                   | 30.0                   |
| Funded FTE                   | 33.8              | 31.7              | 31.0               | 29.7                   | (1.4)             | 29.7                   |
| <b>Total Requirements</b>    | 6,666,329         | 6,738,151         | 5,099,428          | 3,991,430              | (1,107,998)       | 4,118,714              |
| <b>Total Sources</b>         | 5,834,615         | 4,762,720         | 4,612,766          | 3,602,100              | (1,010,666)       | 3,729,384              |
| <b>Net County Cost</b>       | 831,714           | 1,975,431         | 486,662            | 389,330                | (97,332)          | 389,330                |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>Mandated Services</b>     |                   |                   | 364,996            | 291,998                | (72,998)          | 291,998                |
| <b>Non-Mandated Services</b> |                   |                   | 121,666            | 97,332                 | (24,334)          | 97,332                 |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$389,330 or 9.8%, of which \$389,330 or 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include minor projects requested by the Board of Supervisors; Planning Commission and other agencies; special development projects; CEQA Handbook revisions; resource planning; Zoning Ordinance review; public assistance and committee participation.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; mid-year position changes; elimination of one-time projects and contract expenditures; reduction in in-house administrative service charges; declines in revenue resulting from a decrease in building construction activity and related permit applications for new development requiring plan checking and engineering review services; and a decrease in Intrafund Transfers from Administration and Support to cover operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (980,666)       | (1,351,715)    | 243,717             | 0        | (127,332)       | 0         |

### 2. Elimination of State Funding from the Williamson Act Program

In response to a State audit that found the County out of compliance with the provisions of the Williamson Act, a review of existing contracts was undertaken that resulted in a re-assessment of acreage eligible for subventions (money given to the County by the State to help offset the loss of property tax revenue). The outcome has been the elimination of the annual subvention revenue until the current contracts can be validated, the program brought up to date, and the fine assessed by the State has been satisfied.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (30,000)        | 0              | 0                   | 0        | 30,000          | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,010,666)     | (1,351,715)    | 243,717             | 0        | (97,332)        | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; increases in one-time contract expenditures and in-house administrative service charges; and increase in revenue for plan checking and engineering review services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 127,284         | 168,876        | (41,592)            | 0        | 0               | 0         |

## Local Agency Formation Commission (3570B)

### Program Locator

County

Collaborative Community

Planning and Building Department

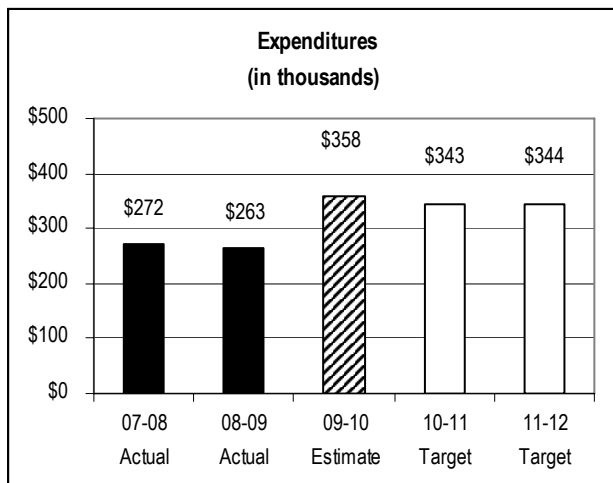
▷ **Local Agency Formation Commission**

County Library

Department of Housing

### Budget Unit Description

The Local Agency Formation Commission (LAFCo) is a State-mandated commission with jurisdiction over the boundaries of cities and special districts. LAFCo implements State policies promoting effective and efficient governmental boundaries and preservation of open space and agricultural lands in a manner that ensures full participation by the residents, voters and public agencies.



### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund is \$82,819 and represents the County's State-mandated contribution to LAFCo. The General Fund revenue is displayed as an Intrafund Transfer. The contribution expenditure is appropriated in the Memberships and Contributions budget of the County Management Program (1210P).

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for contributions to retirement and health benefit costs and decreases in County contribution and intergovernmental revenue from cities and special districts.

|                     |          |
|---------------------|----------|
| Revenue/Sources     | (33,910) |
| Appropriations      | (16,102) |
| Intrafund Transfers | (7,840)  |
| Reserves            | (9,968)  |
| Net County Cost     | 0        |
| Positions           | 0        |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made as follows: increase in contributions to retirement and slight decreases in County contribution and intergovernmental revenue from cities and special districts.

|                     |       |
|---------------------|-------|
| Revenue/Sources     | 970   |
| Appropriations      | 1,455 |
| Intrafund Transfers | (485) |
| Reserves            | 0     |
| Net County Cost     | 0     |
| Positions           | 0     |

## Local Agency Formation Commission (3570B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 186,689           | 189,019           | 149,958            | 165,638                | 15,680            | 166,608                |
| Charges for Services        | 19,068            | 13,635            | 25,000             | 25,000                 |                   | 25,000                 |
| <b>Total Revenue</b>        | <b>205,757</b>    | <b>202,654</b>    | <b>174,958</b>     | <b>190,638</b>         | <b>15,680</b>     | <b>191,608</b>         |
| Fund Balance                | 59,101            | 91,609            | 139,037            | 89,447                 | (49,590)          | 89,447                 |
| <b>TOTAL SOURCES</b>        | <b>264,858</b>    | <b>294,263</b>    | <b>313,995</b>     | <b>280,085</b>         | <b>(33,910)</b>   | <b>281,055</b>         |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 194,890           | 200,721           | 210,897            | 219,867                | 8,970             | 221,322                |
| Services and Supplies       | 46,467            | 31,410            | 93,544             | 65,693                 | (27,851)          | 65,693                 |
| Other Charges               | 30,846            | 31,857            | 54,286             | 57,065                 | 2,779             | 57,065                 |
| <b>Gross Appropriations</b> | <b>272,203</b>    | <b>263,988</b>    | <b>358,727</b>     | <b>342,625</b>         | <b>(16,102)</b>   | <b>344,080</b>         |
| Intrafund Transfers         | (102,610)         | (96,222)          | (74,979)           | (82,819)               | (7,840)           | (83,304)               |
| <b>Net Appropriations</b>   | <b>169,593</b>    | <b>167,766</b>    | <b>283,748</b>     | <b>259,806</b>         | <b>(23,942)</b>   | <b>260,776</b>         |
| Contingencies/Dept Reserves | 95,265            | 126,497           | 30,247             | 20,279                 | (9,968)           | 20,279                 |
| <b>TOTAL REQUIREMENTS</b>   | <b>264,858</b>    | <b>294,263</b>    | <b>313,995</b>     | <b>280,085</b>         | <b>(33,910)</b>   | <b>281,055</b>         |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 1.0               | 1.0               | 1.0                | 1.0                    |                   | 1.0                    |
| Funded FTE                  | 1.0               | 1.0               | 1.0                | 1.0                    |                   | 1.0                    |

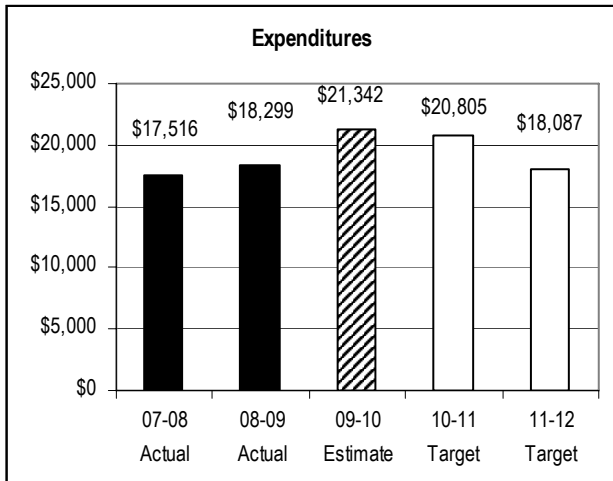
## County Library (3700B)

### Program Locator

- County
  - Livable Community
    - Planning and Building Department
      - Local Agency Formation Commission
        - ▷ **County Library**
          - Department of Housing

### Budget Unit Description

The San Mateo County Library (SMCL) provides innovative library services that connect diverse communities with information in a variety of formats that support individual growth and enrichment, build skills that assist in finding, evaluating and using information effectively, promote literacy for all ages, support current and continuing educational goals, and offer current materials of popular and recreational interest.



### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund is \$157,388 or 0.5%, and represents the County's contribution to the Library JPA. The General Fund contribution is displayed as Interfund Revenue and the expenditure is appropriated in Memberships and Contributions budget of the COunty Management Program (1210P). Library operations are primarily funded by property tax revenue from the Library JPA member jurisdictions.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for inclusion of merit increases and increases in retirement contributions; elimination of one-time projects and equipment; reductions in operating costs including supplies, extra help staffing, and collections; and an increase in Reserves based on anticipated savings generated in the prior year.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (546,308)   |
| Appropriations      | (3,071,978) |
| Intrafund Transfers | 9,967       |
| Reserves            | 2,515,703   |
| Net County Cost     | 0           |
| Positions           | 0           |

#### 2. Purchase of System Wide Equipment and Materials

One-time excess Educational Revenue Augmentation Funds (ERAF) and a portion of Reserves will be used for the purchase of equipment and materials that support system-wide goals of providing library users with convenient, high quality service that maximizes the modern library experience and includes additional children and adult collections and audio/digital materials; replacement of 112 staff and public computers; additional laptop computers at several branches for patron use; installation of toddler computers at several branches; completion of interior space and facility assessments in anticipation of future building projects; replacement of the bookmobile; the addition of web conferencing capability as a cost- and time-effective alternative for bringing people at different sites together for meetings; and redesign of the SMCL library card and completion of a system-wide new library card registration campaign to attract more users.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 982,417   |
| Appropriations      | 1,224,800 |
| Intrafund Transfers | 0         |
| Reserves            | (242,383) |
| Net County Cost     | 0         |
| Positions           | 0         |

#### 3. Renovation of the Woodside Library

The interior renovation of the Woodside Library will focus on reconfiguring the existing layout to create a more functional library. The result will be a more welcoming environment that includes browsing areas for high demand materials, improved service points,

new technologies, and flexible spaces. Revenue in the form of SMCL Donor City Funds will be utilized to fully offset project costs.

|                     |         |
|---------------------|---------|
| Revenue/Sources     | 800,000 |
| Appropriations      | 800,000 |
| Intrafund Transfers | 0       |
| Reserves            | 0       |
| Net County Cost     | 0       |
| Positions           | 0       |

#### 4. Implementation of Radio Frequency Identification

Replace the current materials barcode system with RFID (Radio Frequency Identification) technology. RFID provides various benefits over barcode systems. RFID tags offer improved inventory control and security against theft of library materials, and the equipment compliments the check-in and sorting process thereby decreasing the continuous repetitive motion that is currently performed by staff. Implementation of this technology would significantly improve the system's ability to handle increased usage and would free up staff to provide more direct and personalized service to patrons. Customers also benefit from an RFID system. Instead of scanning materials one-by-one, several items can be scanned at once allowing for greater accuracy and a faster check out experience. One-time excess Educational Revenue Augmentation Funds (ERAF) will fund the project and represents an effort being implemented among all participating members of the Peninsula Library System (PLS).

|                     |         |
|---------------------|---------|
| Revenue/Sources     | 500,000 |
| Appropriations      | 500,000 |
| Intrafund Transfers | 0       |
| Reserves            | 0       |
| Net County Cost     | 0       |
| Positions           | 0       |

#### TOTAL FY 2010-11 FUNDING ADJUSTMENTS

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 1,736,109 |
| Appropriations      | (547,178) |
| Intrafund Transfers | 9,967     |
| Reserves            | 2,273,320 |
| Net County Cost     | 0         |
| Positions           | 0         |

#### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; and elimination of one-time furniture, equipment and materials purchases.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (3,231,364) |
| Appropriations      | (4,393,643) |
| Intrafund Transfers | 1,675,362   |
| Reserves            | (513,083)   |
| Net County Cost     | 0           |
| Positions           | 0           |



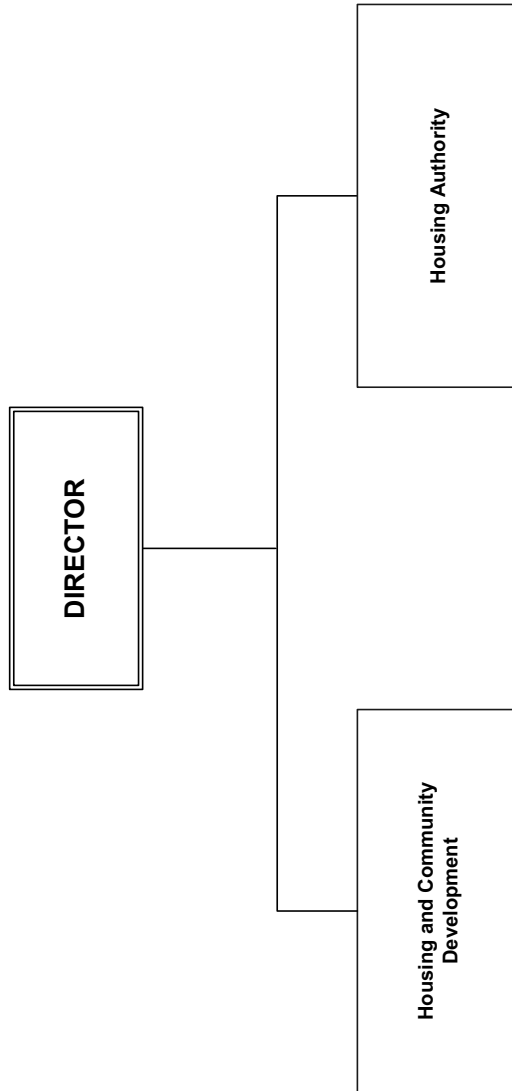
**County Library (3700B)**  
**County Library Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Taxes                       | 16,770,972        | 17,918,752        | 15,720,839         | 17,294,081             | 1,573,242         | 16,169,664             |
| Use of Money and Property   | 340,979           | (243,475)         | 159,512            | 84,800                 | (74,712)          | 94,800                 |
| Intergovernmental Revenues  | 697,069           | 545,943           | 518,523            | 418,240                | (100,283)         | 418,240                |
| Charges for Services        | 722,505           | 748,608           | 697,000            | 630,000                | (67,000)          | 562,000                |
| Interfund Revenue           | 145,570           | 150,158           | 157,388            | 160,000                | 2,612             | 12,733                 |
| Miscellaneous Revenue       | 478,841           | 719,187           | 535,524            | 1,191,129              | 655,605           | 316,129                |
| <b>Total Revenue</b>        | <b>19,155,937</b> | <b>19,839,173</b> | <b>17,788,786</b>  | <b>19,778,250</b>      | <b>1,989,464</b>  | <b>17,573,566</b>      |
| Fund Balance                | 8,310,727         | 9,950,614         | 11,490,382         | 11,237,027             | (253,355)         | 10,210,347             |
| <b>TOTAL SOURCES</b>        | <b>27,466,664</b> | <b>29,789,788</b> | <b>29,279,168</b>  | <b>31,015,277</b>      | <b>1,736,109</b>  | <b>27,783,913</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 11,078,141        | 11,350,475        | 12,324,677         | 12,912,000             | 587,323           | 13,113,719             |
| Services and Supplies       | 12,125,246        | 12,936,166        | 15,551,681         | 15,530,968             | (20,713)          | 11,082,606             |
| Other Charges               | 1,098,894         | 1,256,786         | 1,473,574          | 1,407,786              | (65,788)          | 1,407,786              |
| Fixed Assets                | 45,501            | 16,540            | 1,195,000          | 147,000                | (1,048,000)       |                        |
| <b>Gross Appropriations</b> | <b>24,347,783</b> | <b>25,559,967</b> | <b>30,544,932</b>  | <b>29,997,754</b>      | <b>(547,178)</b>  | <b>25,604,111</b>      |
| Intrafund Transfers         | (6,831,733)       | (7,260,561)       | (9,202,791)        | (9,192,824)            | 9,967             | (7,517,462)            |
| <b>Net Appropriations</b>   | <b>17,516,050</b> | <b>18,299,406</b> | <b>21,342,141</b>  | <b>20,804,930</b>      | <b>(537,211)</b>  | <b>18,086,649</b>      |
| Contingencies/Dept Reserves | 9,000,314         | 7,193,282         | 3,698,452          | 3,656,026              | (42,426)          | 3,142,943              |
| Non-General Fund Reserves   | 950,300           | 4,297,100         | 4,238,575          | 6,554,321              | 2,315,746         | 6,554,321              |
| <b>TOTAL REQUIREMENTS</b>   | <b>27,466,664</b> | <b>29,789,788</b> | <b>29,279,168</b>  | <b>31,015,277</b>      | <b>1,736,109</b>  | <b>27,783,913</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 128.0             | 130.0             | 130.0              | 130.0                  |                   | 130.0                  |
| <b>Funded FTE</b>           | 112.8             | 112.5             | 113.0              | 114.2                  | 1.2               | 114.2                  |

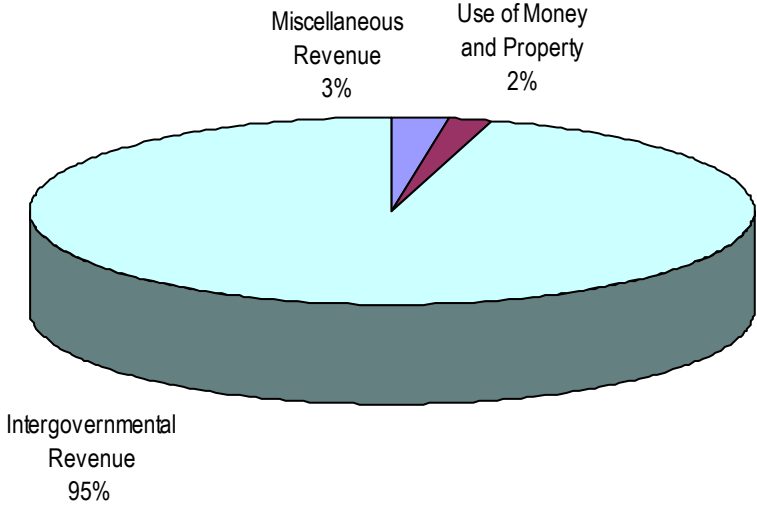
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**DEPARTMENT OF HOUSING**

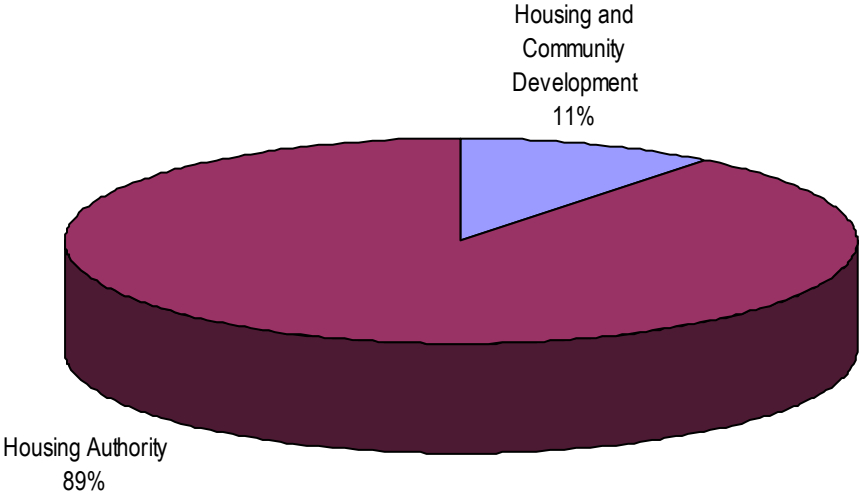


# Department of Housing

## FY 2010-11 Recommended Sources



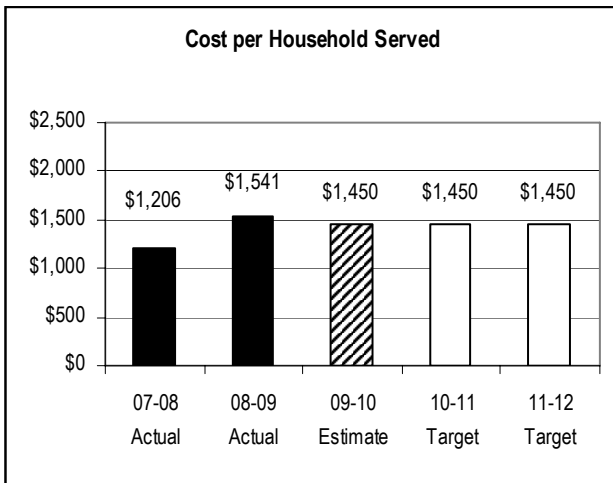
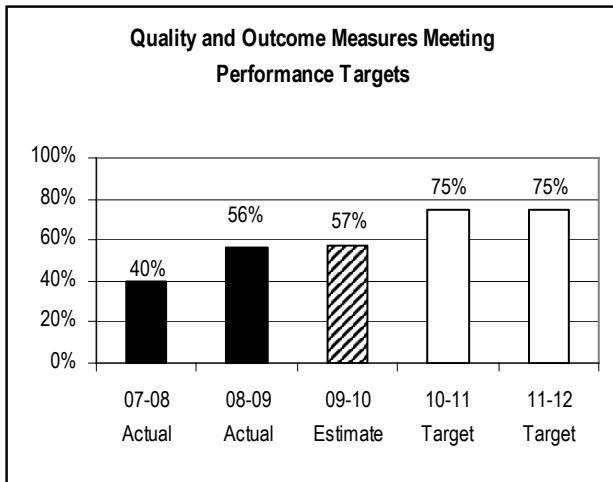
## FY 2010-11 Recommended Requirements



**Department Locator**

- County
  - Livable Community
    - Planning and Building Department
    - Local Agency Formation Commission
    - County Library
- ▷ **Department of Housing**

**Department Measures**



**Department Mission Statement**

The Department of Housing is a catalyst for increasing access to affordable housing, increasing the supply of workforce housing, and supporting related community development, so that housing permanently exists for people of all income levels and generations in San Mateo County.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**LIVABLE COMMUNITY:** Our growth occurs near transit, promotes affordable, livable connected communities.

- **Great Housing Design Anchors “Great Places”**  
Due to the intense public scrutiny that affordable housing developments undergo and the large network of agencies that must cooperate, sites like Metro Center in Foster City, City Center Plaza in Redwood City, and Nugent Square in East Palo Alto can anchor and stimulate development of locally prized “great places.”

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health and seamless service.

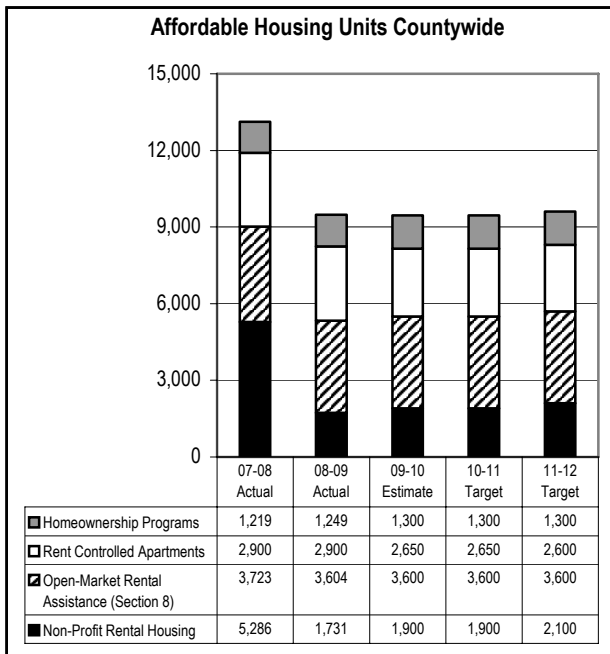
- **Housing Assistance Programs**  
Staff and programs now comprising the Department of Housing have provided direct assistance, rental assistance, homebuyer loans, or housing rehabilitation loans, to over 5,000 households, and have made essential contributions to the construction of affordable new homes for more than 1,600 additional households.

**PROSPEROUS COMMUNITY:** Our economic strategy fosters innovation in all sectors, creates jobs and educational opportunities for all residents.

- **Housing Options Anchor Healthy Economy and Transit**  
Housing options located near transit and serving a wide spectrum of households directly contribute to economic revitalization and improved transit service by increasing ridership in cities and key unincorporated areas.

**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.

- **Collaborative Housing Initiatives**  
Department of Housing’s programs provide community-building services through partnerships. The Federal HOME Investment Partnerships Program and Community Development Block Grant (CDBG) grants go to cities and non-profits. The Housing Authority provides rental assistance through private and non-profit landlords. The Department actively participates in countywide efforts to develop new funding sources and to influence land-use practices favorable to housing goals through collaborations such as the Housing Endowment and Regional Trust (HEART), the County’s Plan to End Homelessness (HOPE) initiative, and the Grand Boulevard Initiative.



## Major Accomplishments in FY 2009-10

### LIVABLE COMMUNITY

- Contributed funding to 123 affordable units at sites throughout the County
- Actively promoted infill housing as keystone of “placemaking” in downtowns and transit corridor
- Provided critical funding for Trestle Glen Apartments and Peninsula Station, two showcase transit-oriented developments at rail stations in Colma and San Mateo

### HEALTHY COMMUNITY

- Extended funding for the Family Self-Sufficiency and Shelter Plus Care, and launched Housing Readiness voucher program
- Maintained full utilization of rental assistance vouchers

### COLLABORATIVE COMMUNITY

- Supported the Boulevard Initiative, for public education and subregional planning
- Provided staffing and technical assistance to HEART
- Participated actively in implementation of the HOPE initiative to end homelessness
- Sponsored and led, in collaboration with City / County Association of Governments (C / CAG), a consortium of all jurisdictions in the County to update housing elements of local general plans to assure adequate housing capacity to accommodate growth

## Major Issues to be Addressed

- **Housing Affordability Gap**—The gap between housing costs and what the people who live, work and grow up here can afford remains significant
- **Inadequate Housing Supply**—The constrained housing supply is a major factor in driving up housing costs and pushing fixed-income, entry-level and mid-workforce residents and workers out of the market
- **Diffuse Community Support**—Although a strong market apparently exists for well-designed, compact infill housing in downtowns and near transit, vocal community support has not emerged consistently to zone for infill housing and gain land use approvals for specific developments
- **Lack of Comprehensive Housing Strategy**—Although many housing initiatives are being pursued by numerous agencies and organizations, these efforts will be strengthened as they align with a comprehensive strategy that is supported by a countywide political constituency for implementation
- **Adapting Best Practices to Unique County Needs**—Solutions to critical technical problems that have been applied successfully in other areas with more centralized land use authority, for example San Jose, San Diego, Denver or Portland Oregon, have not been adapted to San Mateo County’s multi-city political context
- **Fiscal Challenges**—With the one exception of federal stimulus funding, which is temporary, all funding for affordable housing has drastically reduced

## Key Department Initiatives

### 1. Countywide Housing Solutions Network

#### Alignment to Shared Vision:

- Livable Community
- Collaborative Community

#### Major Issues to be Addressed:

- Need for goal alignment and program coordination among the County, cities, agencies, and organizations
- Need for a broad consensus on key housing strategies with greatest potential for increasing housing supply and housing choice

#### Goal:

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

#### Objectives:

- Improve coordination among the network of government and community partners working on housing solutions through creation of ad hoc and standing coordination structures
- Publish and disseminate broadly endorsed strategy and implementation plan showing how much housing is needed

and why, where it can go, and how current initiatives can work together more effectively to produce this housing

- Provide support to jurisdictions to implement adopted housing goals and production targets
- Produce targeted housing policy and implementation reports that will serve as valuable resources to local decision-makers, developers and community partners
- Significantly increase annual funding for special needs housing

**Major Milestones:**

- Publish and disseminate an annual update to the countywide Housing Solutions Strategy
- Publish the next installment of the public education booklet series on key housing issues
- Implement a web-based communication tool enabling stakeholders to check progress of key housing indicators and countywide housing initiatives
- Continue supporting the working group of County agencies and community based service providers to develop a model for supportive-housing operations and services that is sustainable and collaborative
- Roll out the Mental Health Services Act (MHSA) Housing Program in the County by partnering on at least one new MHSA supportive-housing project
- Successfully complete countywide housing element update project ("21 Elements") with all jurisdictions submitting their housing elements

**Partners:**

- Human Services Agency, Center on Homelessness
- Behavioral Health and Recovery, Health System
- C/CAG, HEART, HOPE, SamTrans, cities
- Nonprofit housing developers and service providers

**FY 2010-11 Budget Impact:**

Approximately \$200,000 in federal and other funding sources will cover staffing and other costs of these Department of Housing initiatives, with no Net County Cost. This represents a 50% cut due to budget constrictions, which will slow the pace of these activities.

**2. Housing Authority Asset Repositioning**

**Alignment to Shared Vision:**

- Livable Community
- Collaborative Community

**Major Issues to be Addressed:**

- Two owned complexes, Half Moon Village (HMV) and Midway Village (MWV), are 35-45 years old and require major renovations. Funding for major renovations is extremely limited. The Housing Authority's third complex, El Camino Village (ECV), while only 10 years old, requires some substantial repairs and is heavily burdened with original construction related debt

- Operating three apartment complexes totaling 240 units requires a large and sophisticated infrastructure that is not affordable with standard federal subsidies which have been declining as operating costs rise
- Affordable aging-in-place living opportunities are a high-priority need throughout the County
- Two sites (HMV and MWV) are underutilized and could readily support additional affordable housing
- Project-based Section 8 vouchers can add a significant layer of financing for development of new affordable housing and supportive housing
- Provider-based vouchers can give partner agencies that provide primary social service access a critical resource to stabilize their clients' situations and support clients' transition to substantially greater self-sufficiency

**Goals:**

- Working through nonprofit affordable housing developers, replace aging affordable housing complexes (Midway Village and Half Moon Village) with an increased number of affordable new homes designed to meet the needs of vulnerable populations
- Transition ownership and operation of all three complexes to not-for-profit affordable housing organizations
- Increase financing availability for development of affordable rental housing by "project-basing" and "provider-basing" a portion of Section 8 vouchers

**Objectives:**

- Secure financing for redevelopment activities associated with redevelopment of the HMV complex and engage a nonprofit housing developer to design the new affordable housing
- Convert MWV and ECV from public housing to project-based voucher status and transfer ownership to not-for-profit affordable housing operator(s)
- Make a significant number of project-based rental assistance vouchers available for use in housing developments that further the specific objectives of County-affiliated housing collaborations, HEART, HOPE and Grand Boulevard Initiative

**Major Milestones:**

- Engage developer who will be responsible for planning and implementing the new HMV complex and provide financing for predevelopment activities
- Secure various sources of financing to assist the development of affordable housing and community services within the Half Moon Bay senior campus, including the new HMV complex
- File "public housing disposition" applications with the U.S. Department of Housing and Urban Development (HUD) for MWV and ECV.
- Establish a new Housing Authority subsidiary entity to take ownership of the complexes undergoing disposition

- Complete sale of buildings at ECV complex to a not-for-profit affordable housing operator
- Release Notice of Funding Availability) for project-based and provider-based vouchers

**Partners:**

- City of Half Moon Bay
- Health System
- Nonprofit housing developers and service providers

**FY 2010-11 Budget Impact:**

Approximately \$800,000 in federal and other funding sources available through the Housing Department and Housing Authority will cover technical assistance and pre-development costs with no Net County Cost.



**Department of Housing (7900B)**  
**ALL FUNDS**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 1,424,487         | 1,482,262         | 1,454,508          | 1,475,883              | 21,375            | 1,475,883              |
| Intergovernmental Revenues  | 69,732,459        | 70,969,069        | 70,073,260         | 73,975,423             | 3,902,163         | 73,975,423             |
| Charges for Services        |                   | 13                |                    |                        |                   |                        |
| Interfund Revenue           | 245,000           |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       | 3,177,410         | 1,633,155         | 2,175,093          | 1,947,487              | (227,606)         | 1,986,055              |
| Other Financing Sources     |                   | 135,854           |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>74,579,356</b> | <b>74,220,353</b> | <b>73,702,861</b>  | <b>77,398,793</b>      | <b>3,695,932</b>  | <b>77,437,361</b>      |
| Fund Balance                | 473,064           | 1,894,038         |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>        | <b>75,052,420</b> | <b>76,114,391</b> | <b>73,702,861</b>  | <b>77,398,793</b>      | <b>3,695,932</b>  | <b>77,437,361</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 5,999,852         | 6,395,545         | 6,574,135          | 6,556,109              | (18,026)          | 6,594,677              |
| Services and Supplies       | 2,120,330         | 2,944,616         | 2,668,394          | 2,733,582              | 65,188            | 2,733,582              |
| Other Charges               | 65,026,100        | 66,556,979        | 64,128,916         | 66,962,109             | 2,833,193         | 66,962,109             |
| Fixed Assets                | 5,260             | 209,206           | 294,512            | 1,110,089              | 815,577           | 1,110,089              |
| Other Financing Uses        | 15,288            |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | <b>73,166,830</b> | <b>76,106,346</b> | <b>73,665,957</b>  | <b>77,361,889</b>      | <b>3,695,932</b>  | <b>77,400,457</b>      |
| <b>Net Appropriations</b>   | <b>73,166,830</b> | <b>76,106,346</b> | <b>73,665,957</b>  | <b>77,361,889</b>      | <b>3,695,932</b>  | <b>77,400,457</b>      |
| Contingencies/Dept Reserves | 1,885,590         | 8,045             | 36,904             | 36,904                 |                   | 36,904                 |
| <b>TOTAL REQUIREMENTS</b>   | <b>75,052,420</b> | <b>76,114,391</b> | <b>73,702,861</b>  | <b>77,398,793</b>      | <b>3,695,932</b>  | <b>77,437,361</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 65.0              | 65.0              | 63.0               | 60.0                   | (3.0)             | 60.0                   |
| <b>Funded FTE</b>           | 65.0              | 64.9              | 62.9               | 59.7                   | (3.2)             | 59.7                   |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$3,695,932 or 5% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a net increase of \$21,375 in this funding source due to capital improvement and maintenance and public housing units (Midway Village, Half Moon Village and El Camino Village), and lobby upgrades at the Belmont Facility in compliance with ADA and for staff security.

#### Intergovernmental Revenues

There is an increase of \$3,902,163 in this funding source due to projected increases in Port-In Housing Assistance Payments (HAP) and administrative fee receipts from other Housing Authorities; increased funding from HUD for HAP and administrative fees, and HUD funding for Public Housing Operation Subsidy.

#### Miscellaneous Revenue

There is a decrease of \$227,606 in this funding source due to a reduction in interest earned in Housing Authority as a result of economic climate.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$3,695,932 or 5% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a decrease of \$18,026 in this expenditure category due to new negotiated salary increases for Housing Authority employees, inclusion of merit increases and health benefit cost increases for Housing and Community Development and the Housing Authority, and elimination of three filled positions in Housing and Community Development.

#### Services and Supplies

There is an increase of \$65,188 in this expenditure category due to the Port-In administrative costs in Housing Authority and adjustment of professional service fees in Housing and Community Development.

#### Other Charges

There is an increase of \$2,833,193 in this expenditure category due to Housing Assistance Payments, Port-In administrative fees, and a new computer system in Housing Authority, and adjusted project costs associated with American Recovery and Reinvestment Act (ARRA) funds in Housing and Community Development.

#### Fixed Assets

There is an increase of \$815,577 in this expenditure category due to capital improvement and maintenance on public housing units, and ADA improvements at Department administration.

## **FY 2011-12 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$38,568 or 0.05% from the FY 2010-11 to the FY 2011-12 Recommended budget due to the following changes:

#### Miscellaneous Revenue

There is an increase of \$38,568 in this funding source due to work distribution on strategic initiatives through various countywide partnerships.

### **TOTAL REQUIREMENTS**

Total Requirements increase by \$38,568 or 0.05% from the FY 2010-11 to the FY 2011-12 Recommended budget due to the following changes:

#### Salaries and Benefits

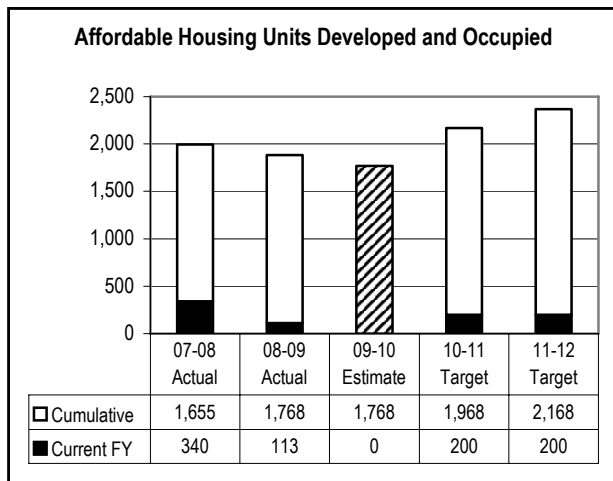
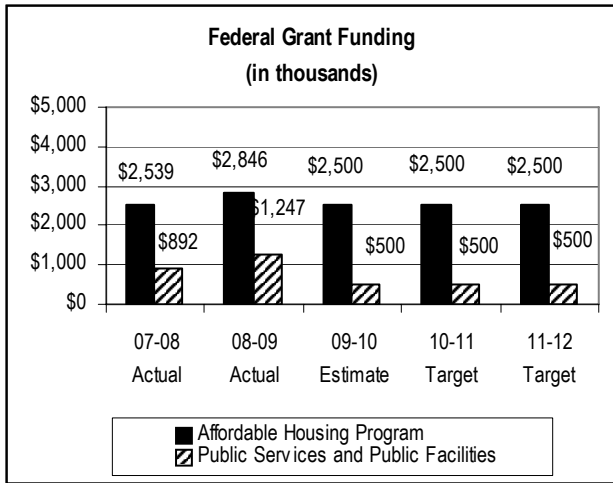
There is an increase of \$38,568 in this expenditure category due to new negotiated labor agreements for Housing Authority employees, annualized negotiated labor increases for Housing and Community Development, inclusion of merit increases for Housing and Community Development and the Housing Authority employees, and elimination of two specialists and one supervisor positions from Housing and Community Development.

## Housing and Community Development (7920P)

### Program Locator

County  
 Livable Community  
 Department of Housing  
 ▷ **Housing and Community Development**  
 Housing Authority

### Headline Measures



### Program Outcome Statement

Housing and Community Development provides financing and technical assistance for affordable housing and community development to improve the quality of life in the community for very low, low and moderate income residents. Its primary focus is to help partner organizations increase the supply of housing that is affordable to County residents who cannot compete effectively in the open housing market.

### Services and Accomplishments

The Housing and Community Development (HCD) program primarily contributes to the goals of the Shared Vision of a Livable Community by 2025 by administering federal, state, and County subsidy programs, and by promoting and supporting strategic collaborations. HCD operates numerous housing subsidy programs that increase the capacity of County, city, and community organizations to develop and implement affordable housing programs; acquire or rehabilitate existing homes and rental units; and provide financial assistance to low and moderate income first-time homebuyers. Non-housing programs include providing affordable child care and youth recreation facilities and services; providing public services for seniors and other special needs populations (e.g., physical access improvements for the disabled); supporting economic development services such as job training and business start-up assistance; and enforcing fair housing practices. In addition to these direct services, HCD administers first-time homebuyer programs for cities, housing rehabilitation loan programs for cities and through non-profit partners, and provides staffing and technical assistance to other County departments, Housing Endowment and Regional Trust (HEART) the Ten-Year Plan to End Homelessness initiative (HOPE), and the City / County Association of Governments (C / CAG).

The following are major accomplishments in the current year:

- Continued to facilitate the countywide collaboration to assist jurisdictions with their 2009 Housing Element updates (“21 Elements” project)
- Published “Building for the Boom,” a booklet summarizing the housing-related implications of the County’s aging population
- Assisted the Planning and Building Department in implementing a \$500,000 planning grant for the North Fair Oaks area
- Contributed funding and technical assistance to help complete a total of 123 units in two projects providing decent and affordable homes for workers and residents, including persons with special needs; 73 additional units are under construction and 185 more units in development
- In collaboration with Health Services and local nonprofit partners, completed a master plan for a continuum of senior housing and services on a 10-acre site in Half Moon Bay that includes the Housing Authority’s Half Moon Village complex
- Continued to actively support the HEART housing trust fund and participate in the implementation of the HOPE initiative, especially as related to developing plans for supportive and transitional housing

### Story Behind Performance

The high cost of housing presents a challenge to many workers and residents in the County, not only those on fixed or low incomes and certainly not just those living in unincorporated areas. In response, the mission of the Department of Housing has stretched beyond its traditional scope, the County’s direct land use authority and direct funding sources, to embrace a countywide geographical

perspective, and to also address the challenges of households that earn more than \$100,000 yet still cannot find housing suitable to enable them to remain in the County and continue contributing their talents to the County workforce pool.

Traditional County sources of funding for housing-related programs are shrinking in relative terms, when compared to the rise of housing-related costs such as land acquisition, construction, and professional staffing. Moreover, federal funding, which has been the County's predominant funding source, is decreasing in absolute dollars as well. This compels the Department to leverage existing money, use existing funds more effectively, and develop new funding sources.

Responsibility for housing-related services crosses departmental boundaries; therefore, the Department strives to continuously improve its effectiveness as an intra-county partner. The Department collaborates with the Human Services Agency (HSA) to maintain and improve a delivery system of services, shelter, housing, and new supportive housing for individuals and families who are homeless or at risk of becoming homeless. The Department also works closely with the Planning and Building Department to implement all housing components of the County's General Plan, and with Health Services Agency on housing policy projects related to land use, aging population, and supportive housing development.

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

- To fund new initiatives, as well as maintaining funding for those existing programs that have proven effective, at a time when the federal grants upon which the programs depend. Community Development Block Grants, HOME, and Emergency Shelter Grants do not keep pace with rising costs for operations and construction
- To stimulate countywide production of infill housing, especially affordable special needs housing, in light of the County's limited subsidy resources and land use regulatory authority
- To promote effective coordination and targeting of housing resource allocation among numerous public and private entities, given the diversity of their allocation processes and priorities
- To refine performance measures to better demonstrate the alignment of departmental operations with countywide housing strategy

**Program Objectives**

Housing and Community Development will meet performance targets by doing the following:

Spearhead Development of a Countywide Housing Solutions Network

- Drive a strategy development process that identifies commonalities and encourages greater linkage among the major housing-related initiatives in the County (e.g., HEART, HOPE, Grand Boulevard, Civic Engagement, Inclusionary Housing Initiative)

Support Local, State, and National Efforts to Increase Overall Funding for Production of Affordable Housing

- Support statewide and local campaigns to develop a dedicated source of public funding for affordable housing as a necessary part of community infrastructure
- Organize and promote coordination of subsidies among local funding sources for supportive and affordable housing development projects
- Collaborate with other County agencies to develop project proposals for supportive housing funded by the state Mental Health Services Act
- Maximize use of project-based vouchers to enable development of supportive housing and to retain federal housing subsidies in the form of project equity

Provide technical assistance to the Housing Authority to pursue more effective use of its properties during this Fiscal Year

- Create and execute a disposition plan to provide more cost effective property management structure at El Camino Village and Midway Village
- Facilitate development of a multi-agency senior services campus at Half Moon Village
- Collaborate with public and private financial institutions to leverage diminishing public funds with private capital

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2007-08<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>                                   |                      |                      |                        |                      |                      |
| Federal grant funding expended on:                                    |                      |                      |                        |                      |                      |
| - Affordable housing programs   | \$2,539,417          | \$2,846,329          | \$2,500,000            | \$2,500,000          | \$2,500,000          |
| - Public Services and Public Facilities                               | \$891,670            | \$1,246,792          | \$500,000              | \$500,000            | \$500,000            |
| <b>How Well We Do It (Quality / Efficiency)</b>                       |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better | 95%                  | 67%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                       |                      |                      |                        |                      |                      |
| Number of Affordable Housing Units developed and occupied:            |                      |                      |                        |                      |                      |
| - Annual  | 340                  | 113                  | 0                      | 200                  | 200                  |
| - Cumulative (since FY 1999-00)                                       | 1,655                | 1,768                | 1,768                  | 1,968                | 2,168                |
| - Annual  | 340                  | 113                  | 0                      | 200                  | 200                  |
| - Cumulative (since FY 2009-10) (data development)                    | ---                  | ---                  | ---                    | 200                  | 400                  |

(1) This measure includes loans for home rehabilitation and homebuyer assistance; estimate is lower because previous years contained closed-out loans.

### **Housing and Community Development (7920P) Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 19.0              | 19.0              | 17.0               | 14.0                   | (3.0)             | 14.0                   |
| <b>Funded FTE</b>         | 19.0              | 18.9              | 16.9               | 13.7                   | (3.2)             | 13.7                   |
| <b>Total Requirements</b> | 9,968,472         | 9,634,798         | 8,221,022          | 8,221,022              |                   | 8,259,590              |
| <b>Total Sources</b>      | 9,968,472         | 9,634,798         | 8,221,022          | 8,221,022              |                   | 8,259,590              |

**Discretionary Net County Cost**

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from the Community Development Block Grants (CDBG), the HOME Partnership Act, and the Emergency Shelter Grant from the U.S. Department of Housing and Urban Development (HUD).

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and mid-year position changes; increases in direct project costs associated with loans and grants of federal funds to non-profit community organizations have been partially offset by reductions allocated costs for telephone, ISD costs, rents for leased facilities and other discretionary reductions..

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 410,181        | 0                   | 0        | 410,181         | 0         |

**2. Reduction in Workforce**

Two filled HCD Specialist III positions have been eliminated. A filled HCD Supervisor position has also been eliminated as the incumbent elected early retirement. The workload from these three positions will be redistributed within the unit. There will be no impact to performance of core services, but the scope and pace will be reduced for discretionary projects that support collaborative strategic initiatives related to housing policy.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (410,181)      | 0                   | 0        | (410,181)       | (3)       |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 0              | 0                   | 0        | 0               | (3)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases. Adjustments have been offset by increased revenue generated by general Housing support activities through increased partnerships throughout the County.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 38,568          | 38,568         | 0                   | 0        | 38,568          | 0         |

**4. Increase in Partnership Revenues**

This budget adjustment has been made to account for revenue generated by general Housing support activities through increased partnerships throughout the County.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 38,568          | 0              | 0                   | 0        | (38,568)        | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

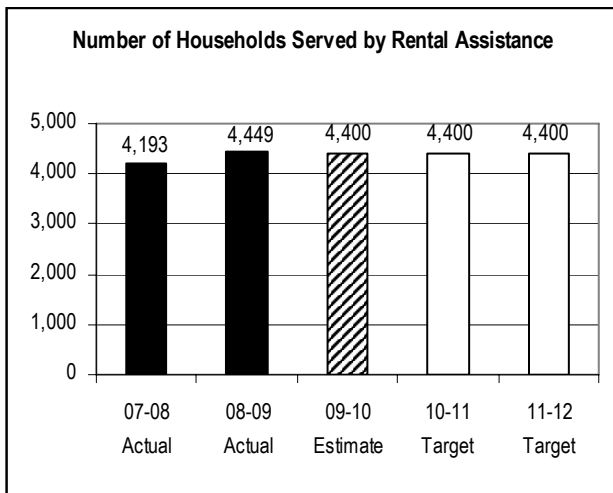
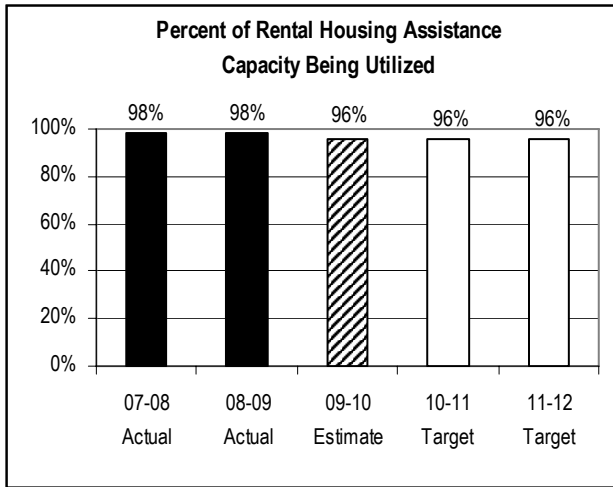
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 38,568          | 38,568         | 0                   | 0        | 0               | 0         |

## Housing Authority (7930P)

### Program Locator

County  
 Livable Community  
 Department of Housing  
 Housing and Community Development  
 ▷ **Housing Authority**

### Headline Measures



### Program Outcome Statement

The Housing Authority provides public housing, rent subsidies and specialized grant programs to help eligible low-income families and individuals obtain decent, safe, and sanitary housing.

### Services and Accomplishments

The Housing Authority program primarily contributes to the goals of the Shared Vision of a Livable Community by 2025 by providing housing assistance to eligible low-income families through its Section 8 Housing Choice Voucher program, other rental subsidy

programs and three housing developments: 150 families at Midway Village in Daly City; 60 senior households at Half Moon Village in Half Moon Bay; and 30 families at El Camino Village in Colma. All Housing Authority programs operate at no cost to the County, using funding from the U.S. Department of Housing and Urban Development (HUD), supplemented by modest rents at residential properties.

Within the Section 8 Housing Choice Voucher Program are sub-programs designed to achieve certain goals. The Family Self-Sufficiency program is a five-year program that combines case management, education, and training with rental subsidy to help Section 8 families transition from public assistance to employment. The Aftercare program provides rental assistance to certified physically, developmentally, or mentally disabled low-income persons who participate in a planned, ongoing program of rehabilitation, education, or other related supportive services. The Project-based assistance program provides Section 8 assistance to 19 privately-owned housing developments throughout the County, as well as the Housing Authority's own Half Moon Village. The Homeownership Program allows first-time homebuyers to use their Section 8 rental subsidy to meet their monthly homeownership costs.

The Housing Authority also administers special programs that receive separate funding from HUD, typically through an annual nationwide competition. The Shelter Plus Care program provides voucher rental assistance and supportive services to homeless people with disabilities and their families. The Supportive Housing program provides rental assistance as part of the Continuum of Care to promote the development of housing and supportive services to assist homeless persons with disabilities in their transition from streets and shelters to permanent housing and maximum self-sufficiency. The Moving to Work (MTW) Demonstration program, awarded to the Housing Authority as one of 30 housing authorities nationwide, provides incentives to families to become economically self-sufficient, while also granting housing authorities administrative flexibility that allow them to achieve greater cost effectiveness. The Moderate Housing Rehabilitation program assists extremely low-income families in obtaining decent, safe, and sanitary housing in privately owned, rehabilitated units.

The following are major accomplishments in the current year:

- Continue the multi-year project to reform the voucher program under regulatory flexibility granted under the MTW Program, an initiative designed to simplify processes for tenants and landlords, increase client housing options, improve agency administrative efficiency and to formally research the effectiveness of MTW initiatives
- Completed research study on effectiveness of first year of new 60-voucher Housing Readiness program for homeless individuals and families. In conjunction with the Ten-Year Plan to End Homelessness (HOPE) initiative to end homelessness, these three-year vouchers, coupled with case management

- services, are designed to reach the difficult to serve homeless utilizing a "housing first" approach
- Received new or extended funding for the Family Self-Sufficiency, Shelter Plus Care, and Supportive Housing programs
- Continued "asset repositioning" project to pursue more effective use of all three sites owned by Housing Authority
- Closely monitor the implementation of the new Housing Readiness program for effectiveness of its outreach and success of its participants

### **Story Behind Performance**

For many years operating and capital fund subsidies for public housing have been in decline and voucher funding has been fixed. The ongoing cuts for public housing make adequate capital investment in the maintenance of public housing apartment complexes difficult. The agency has maximized use of existing capital funding to make the most crucial improvements while pursuing its more fundamental asset repositioning strategy to use the same sites to provide housing for more families more economically.

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

- To fully utilize rental assistance vouchers in the face of ongoing federal budget cuts and rule changes that have reduced the total available dollars for administration of the program and housing assistance payments
- To pursue the successful asset repositioning of the agency's three housing complexes
- To implement additional voucher program reforms permitted by MTW to increase affordable housing options for persons currently in the program as well as persons waiting for the opportunity, increase program efficiency thereby cutting administrative costs, and increase program participant service satisfaction

### **Program Objectives**

The Housing Authority will meet performance targets by doing the following:

#### Fully Utilize Vouchers and Public Housing Units

- Closely monitor program costs, lags, and turnover rates to maintain near 100% utilization

#### Pursue "Asset Repositioning" of Public Housing Sites to Improve Service Levels and Increase Affordable Housing Stock

- Convert El Camino Village and Midway Village to non-profit ownership using project based vouchers; retain control with ground lease
- Engage developer to begin pre-development work for the redevelopment of Half Moon Village

#### Target Some Existing Vouchers More Precisely to Support HOPE Plan

- To the maximum allowable extent, make of project-based vouchers and provider-based vouchers available through a pilot programs, especially for supportive housing



## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2007-08<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of households served by rental assistance <sup>(1)</sup>                              | 4,144                | 4,193                | 4,459                  | 4,400                | 4,400                |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of rental assistance capacity being utilized   | 97%                  | 98%                  | 98%                    | 96%                  | 96%                  |
| Percent of customer survey respondents rating services good or better                        | 99%                  | 89%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Number of clients successfully transitioning out of rental housing assistance <sup>(2)</sup> | 35                   | 6                    | 43                     | 45                   | 45                   |

<sup>(1)</sup> This measure includes rental assistance provided by Section 8 Vouchers such as Housing Choice, Project Based or other special programs in addition to Public Housing Units such as Midway Village and El Camino Village.

<sup>(2)</sup> The data being measured reflects the number of clients that have transitioned out of rental assistance programs due to home purchase or achieving capacity to pay market rent. The change between FY 2006-07 and FY 2008-09 is because of a change in type of data included in the measure.

## Housing Authority (7930P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 46.0              | 46.0              | 46.0               | 46.0                   |                   | 46.0                   |
| Funded FTE                | 46.0              | 46.0              | 46.0               | 46.0                   |                   | 46.0                   |
| <b>Total Requirements</b> | 65,083,948        | 66,479,593        | 65,481,839         | 69,177,771             | 3,695,932         | 69,177,771             |
| <b>Total Sources</b>      | 65,083,948        | 66,479,593        | 65,481,839         | 69,177,771             | 3,695,932         | 69,177,771             |

### **Discretionary Net County Cost**

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by the U.S. Department of Housing and Urban Development (HUD). The Housing Authority budget is not part of the County budget and is included in this section for informational purposes only.

### **FY 2010-11 Program Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; negotiated labor increases, and annualization of mid-year position changes. The revenue increases are primarily due to projected increase in Port-In Housing Assistance Payments, Capital Improvements and maintenance on public housing units (Midway Village, Half Moon Bay Village and El Camino Village), and ADA upgrades at the Belmont administration building. These revenues are partially will be offset by decrease in ordinary maintenance materials, contract and office costs as a result of cost savings efforts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,695,932       | 3,695,932      | 0                   | 0        | 0               | 0         |

### **FY 2011-12 Program Funding Adjustments**

No change.



# ENVIRONMENTALLY CONSCIOUS COMMUNITY

OUR NATURAL RESOURCES ARE  
PRESERVED THROUGH ENVIRONMENTAL  
STEWARDSHIP, REDUCING OUR  
CARBON EMISSIONS, AND USING ENERGY,  
WATER AND LAND MORE EFFICIENTLY.

## COUNTY OF SAN MATEO FY 2010-11 and FY 2011-12 **RECOMMENDED BUDGET**



County Summaries

Healthy Community

Prosperous Community

Livable Community

Environmentally  
Conscious Community

Collaborative  
Community

Budget Unit and  
Program Summaries

Glossary of Budget Terms

# THE COUNTY OF SAN MATEO MISSION STATEMENT



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

We are committed to:

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



## Shared Vision 2001-2025

In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

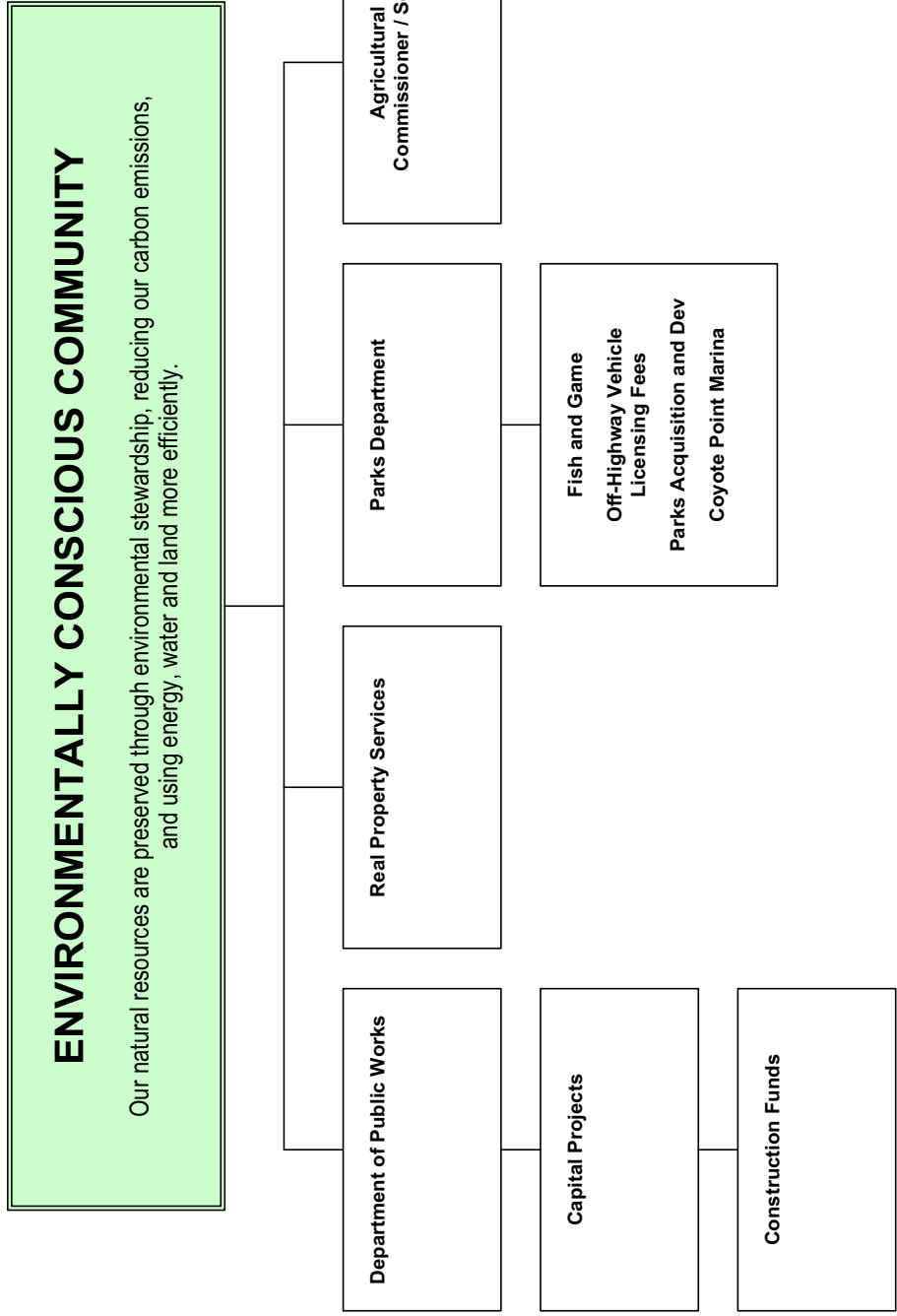
The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of SMC residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most important, Shared Vision has ensured decisions are focused on the future, not simply expedient, with sights set on measurable results that achieve the desired outcomes.

In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.



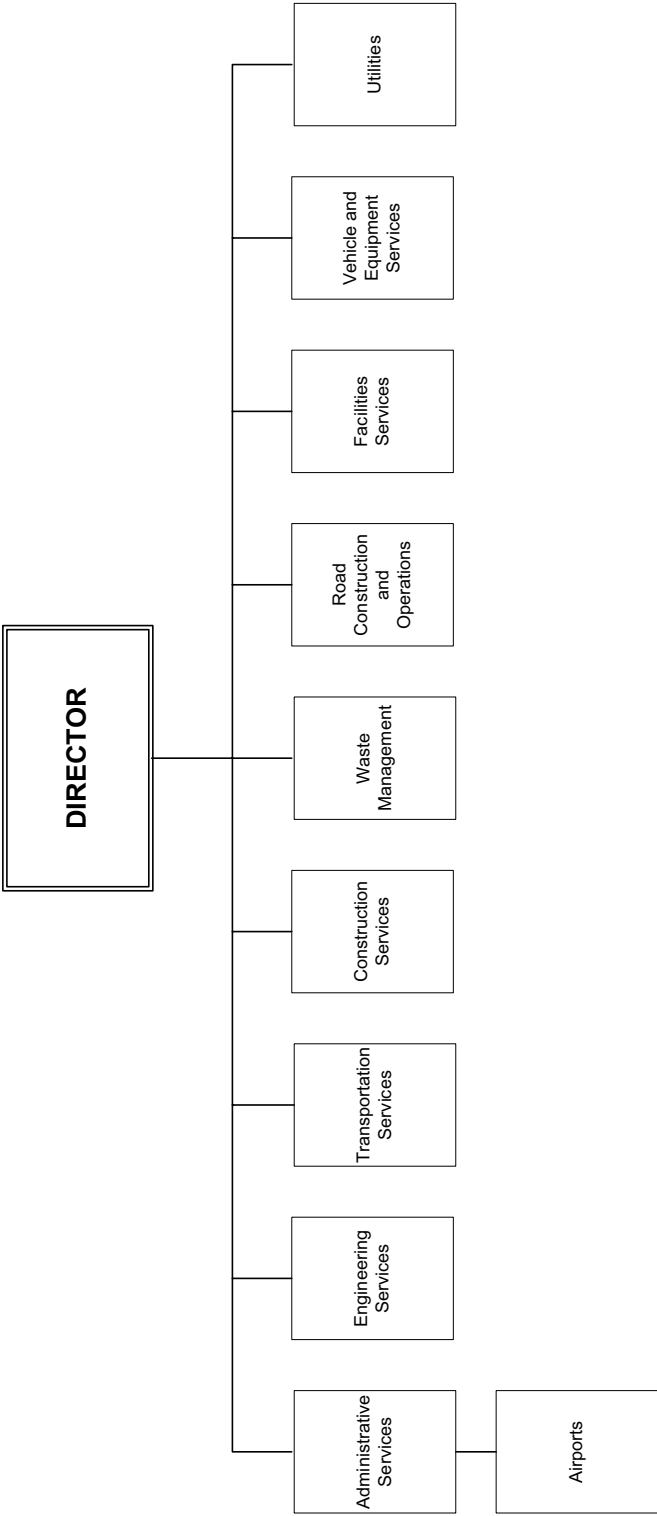
Sustainable  
San Mateo County  
Economy. Equity. Environment.



## Environmentally Conscious Community FY 2010-11 and 2011-12 All Funds Summary

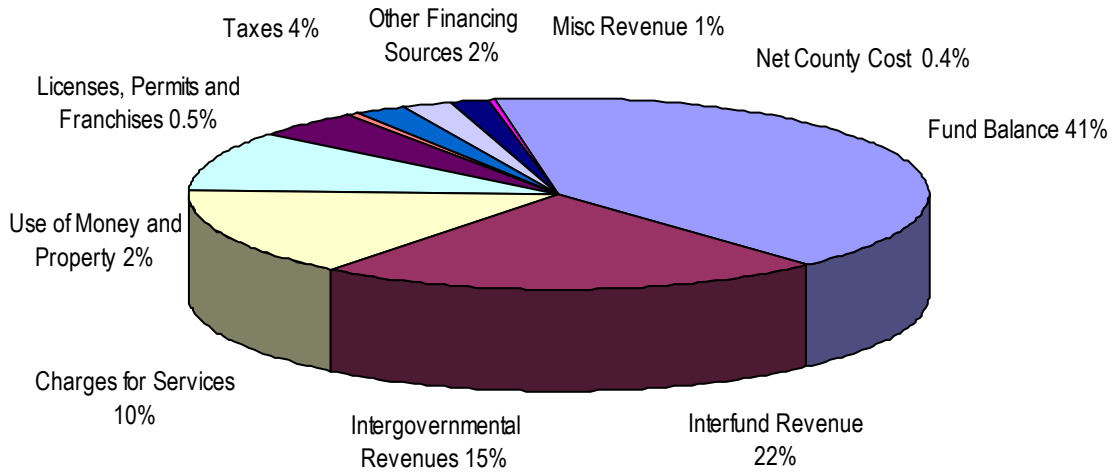
| Total Requirements                 | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|------------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>General Fund Budgets</b>        |                    |                    |                    |                        |                    |                        |
| Administrative Services            | 4,345,321          | 5,082,142          | 6,453,619          | 6,786,840              | 333,221            | 6,844,110              |
| Engineering Services               | 4,289,725          | 3,726,822          | 5,255,220          | 4,957,120              | (298,100)          | 4,996,776              |
| Facilities Services                | 8,769,140          | 7,708,013          | 10,609,105         | 9,568,899              | (1,040,206)        | 9,588,213              |
| Vehicle and Equipment Services     | 188,072            | 198,337            | 230,385            | 230,385                |                    | 230,385                |
| Utilities                          | 1,666,072          | 1,816,077          | 2,377,291          | 2,475,334              | 98,043             | 2,445,659              |
| Real Property Services             | 2,670,241          | 3,047,685          | 3,390,769          | 3,591,455              | 200,686            | 3,591,455              |
| Parks Department                   | 8,509,978          | 8,589,546          | 8,859,872          | 8,832,692              | (27,180)           | 9,035,576              |
| Agricultural Commissioner/Sealer   | 4,061,443          | 4,246,310          | 4,580,394          | 4,693,101              | 112,707            | 4,693,101              |
| <b>Total General Fund</b>          | <b>34,499,887</b>  | <b>34,414,932</b>  | <b>41,756,655</b>  | <b>41,135,826</b>      | <b>(620,829)</b>   | <b>41,425,275</b>      |
| <b>Non-General Fund Budgets</b>    |                    |                    |                    |                        |                    |                        |
| Road Construction and Operations   | 27,217,506         | 37,720,262         | 31,740,136         | 33,906,447             | 2,166,311          | 32,680,506             |
| Construction Services              | 4,316,169          | 4,252,081          | 3,743,176          | 2,496,244              | (1,246,932)        | 2,516,804              |
| Vehicle and Equipment Services     | 15,503,381         | 12,957,411         | 11,422,957         | 9,839,950              | (1,583,007)        | 9,453,976              |
| Waste Management                   | 12,290,478         | 11,590,078         | 9,817,675          | 9,024,946              | (792,729)          | 8,769,938              |
| Transportation Services            | 2,263,748          | 3,098,791          | 3,421,950          | 3,094,888              | (327,062)          | 3,113,921              |
| Utilities                          | 48,419,112         | 51,181,703         | 53,630,794         | 54,952,277             | 1,321,483          | 43,040,506             |
| Airports                           | 9,440,471          | 5,551,212          | 7,590,547          | 5,429,648              | (2,160,899)        | 3,986,054              |
| Capital Projects                   | 10,896,857         | 9,237,071          | 34,106,091         | 33,421,755             | (684,336)          | 15,671,350             |
| Accumulated Capital Outlay Fund    | 5,883              | 5,693              | 5,893              | 5,941                  | 48                 | 6,141                  |
| Courthouse Construction Fund       | 4,947,782          | 5,039,269          | 4,785,058          | 4,491,874              | (293,184)          | 1,566,280              |
| Criminal Justice Construction Fund | 2,909,924          | 2,113,242          | 2,158,660          | 2,098,660              | (60,000)           | 2,158,660              |
| Fish and Game                      | 80,552             | 77,618             | 77,454             | 72,454                 | (5,000)            | 60,454                 |
| Off-Highway Vehicle License Fees   | 231,990            | 192,664            | 116,676            | 76,676                 | (40,000)           |                        |
| Parks Acquisition and Development  | 5,334,400          | 5,862,800          | 10,136,124         | 6,581,350              | (3,554,774)        | 4,571,404              |
| Coyote Point Marina                | 2,018,253          | 1,914,298          | 3,967,334          | 1,964,893              | (2,002,441)        | 2,900,893              |
| <b>Total Non-General Fund</b>      | <b>145,876,505</b> | <b>150,794,193</b> | <b>176,720,525</b> | <b>167,458,003</b>     | <b>(9,262,522)</b> | <b>130,496,887</b>     |
| <b>Total Requirements</b>          | <b>180,376,392</b> | <b>185,209,125</b> | <b>218,477,180</b> | <b>208,593,829</b>     | <b>(9,883,351)</b> | <b>171,922,162</b>     |
| <b>Total Sources</b>               | <b>172,802,864</b> | <b>178,272,795</b> | <b>210,057,596</b> | <b>200,470,254</b>     | <b>(9,587,342)</b> | <b>163,620,703</b>     |
| <b>Net County Cost</b>             | <b>7,573,528</b>   | <b>6,936,330</b>   | <b>8,419,584</b>   | <b>8,123,575</b>       | <b>(296,009)</b>   | <b>8,301,459</b>       |

**DEPARTMENT OF PUBLIC WORKS**

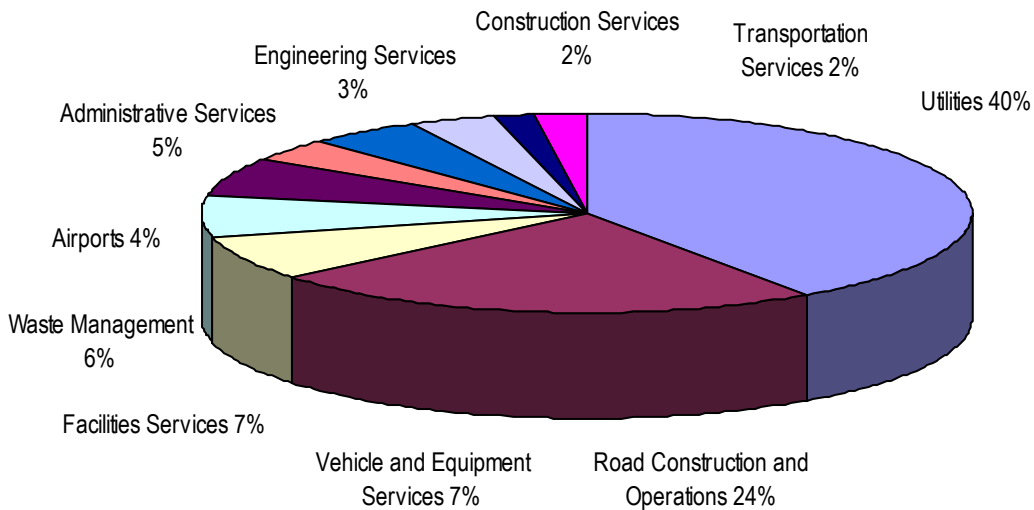


# Public Works Department

## FY 2010-11 Recommended Sources



## FY 2010-11 Recommended Requirements





**Fund Summary by Function**

| Fund/Budget Unit                        | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Recommended<br>2011-12 |
|---|-------------------|--------------------|------------------------|------------------------|
| <b>General Fund:</b>                    |                   |                    |                        |                        |
| <b>Administrative Services</b>          |                   |                    |                        |                        |
| Cable TV Franchise                      | 132,820           | 809,342            | 853,423                | 827,017                |
| Fair Oaks Community Center              | 287,369           | 287,369            | 240,096                | 240,096                |
| Administrative Services                 | 6,676,367         | 7,964,584          | 8,399,040              | 8,453,041              |
| <b>TOTAL Administrative Services</b>    | <b>7,096,556</b>  | <b>9,061,295</b>   | <b>9,492,559</b>       | <b>9,520,154</b>       |
| <b>Engineering Services</b>             |                   |                    |                        |                        |
| Engineering Services                    | 3,643,063         | 5,158,596          | 4,860,496              | 4,900,152              |
| County Engineer                         | 83,759            | 96,624             | 96,624                 | 96,624                 |
| <b>TOTAL Engineering Services</b>       | <b>3,726,822</b>  | <b>5,255,220</b>   | <b>4,957,120</b>       | <b>4,996,776</b>       |
| <b>Facilities Services</b>              |                   |                    |                        |                        |
| Plant and Craft Maintenance             | 10,265,943        | 10,937,379         | 10,675,282             | 10,725,596             |
| Facilities Administration               | 414,072           | 579,712            | 593,501                | 593,501                |
| Building Services (Custodial)           | 3,132,923         | 2,818,490          | 2,834,061              | 2,834,061              |
| Utilities                               | 8,284,890         | 8,894,897          | 8,616,319              | 8,575,319              |
| Insurance                               | 2,452,127         | 2,463,384          | 2,453,887              | 2,453,161              |
| Capital Projects / Major Maintenance    | 1,889,865         | 2,254,150          | 1,997,150              | 1,997,150              |
| Facilities Projects                     | 1,464,133         | 1,594,941          | 1,340,885              | 1,360,199              |
| Debt Service                            | 10,131,514        | 11,042,048         | 11,042,048             | 11,042,048             |
| Contingencies                           | 179               | 0                  | 0                      | 0                      |
| Intra Fund Transfers                    | (30,327,633)      | (29,975,896)       | (29,984,234)           | (29,992,822)           |
| <b>TOTAL Facilities Services</b>        | <b>7,708,013</b>  | <b>10,609,105</b>  | <b>9,568,899</b>       | <b>9,588,213</b>       |
| <b>TOTAL General Fund</b>               | <b>18,531,391</b> | <b>24,925,620</b>  | <b>24,018,578</b>      | <b>24,105,143</b>      |
| <b>Program Unit: Airports</b>           |                   |                    |                        |                        |
| <b>Airport Enterprise Fund:</b>         |                   |                    |                        |                        |
| Operation and Maintenance               | 2,625,021         | 2,563,330          | 3,060,246              | 3,096,226              |
| Capital Projects                        | 876,095           | 3,539,500          | 1,506,594              | 0                      |
| Non-General Fund Reserves / Adjustments | 2,050,095         | 1,487,717          | 862,808                | 889,828                |
| <b>TOTAL Airport</b>                    | <b>5,551,211</b>  | <b>7,590,547</b>   | <b>5,429,648</b>       | <b>3,986,054</b>       |

**Fund Summary by Function**

| Fund/Budget Unit   | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Recommended<br>2011-12 |
|--|-------------------|--------------------|------------------------|------------------------|
| <b>Program Unit: Motor Pool ISF</b>                      |                   |                    |                        |                        |
| Maintenance and Repair                                   | 2,889,798         | 3,049,865          | 3,134,407              | 3,154,957              |
| Replacement  | 1,959,905         | 1,661,700          | 1,781,850              | 1,942,200              |
| Insurance  | 420,392           | 434,950            | 343,817                | 343,817                |
| Fuel   | 892,175           | 1,022,522          | 1,022,522              | 1,022,522              |
| Contingencies  | 5,475,406         | 5,134,620          | 3,473,382              | 1,413,382              |
| Plant Improvements                                       | 238,829           | 60,000             | 0                      | 184,000                |
| <b>TOTAL Motor Pool ISF</b>                              | <b>11,876,505</b> | <b>11,363,657</b>  | <b>9,755,978</b>       | <b>8,060,878</b>       |
| <b>Landscape Maintenance Fund:</b>                       |                   |                    |                        |                        |
| Landscape Maintenance                                    | 14,042            | 33,740             | 33,940                 | 19,340                 |
| Non-General Fund Reserves                                | 87,674            | 73,448             | 65,506                 | 65,515                 |
| <b>TOTAL Landscape Maintenance Fund</b>                  | <b>101,716</b>    | <b>107,188</b>     | <b>99,446</b>          | <b>84,855</b>          |
| <b>Program Unit: Construction and Plant Improvements</b> |                   |                    |                        |                        |
| <b>Road Fund:</b>  |                   |                    |                        |                        |
| Engineering, Admin, General Operations                   | 946,498           | 3,184,823          | 3,356,609              | 3,356,609              |
| Plant and Heavy Equipment                                | 2,846,141         | 3,244,123          | 2,937,815              | 3,312,815              |
| Road / Bridge Maintenance                                | 8,209,574         | 11,331,760         | 10,460,047             | 11,723,751             |
| Construction   | 6,584,922         | 3,315,218          | 4,909,491              | 4,385,000              |
| Contributions  | 298,336           | 300,000            | 300,000                | 300,000                |
| Judgements   | 50,000            | 200,000            | 200,000                | 200,000                |
| Contingencies  | 13,117,756        | 6,718,791          | 6,874,795              | 5,761,582              |
| Services to Other Agencies                               | 3,179,171         | 200,000            | 1,601,941              | 162,000                |
| <b>TOTAL Road Fund</b>                                   | <b>35,232,398</b> | <b>28,494,715</b>  | <b>30,640,698</b>      | <b>29,201,757</b>      |
| <b>Roadway Improvement Fund:</b>                         |                   |                    |                        |                        |
| Travel Lane Reconstruction                               | 664,050           | 350,000            | 0                      | 0                      |
| Non-General Fund Reserves                                | 2,904,721         | 2,954,721          | 3,349,721              | 3,287,721              |
| <b>TOTAL Road Improvement Fund</b>                       | <b>3,568,771</b>  | <b>3,304,721</b>   | <b>3,349,721</b>       | <b>3,287,721</b>       |
| <b>Special District Funds:</b>                           |                   |                    |                        |                        |
| County Service Areas                                     | 1,885,231         | 2,181,204          | 2,244,501              | 2,197,266              |
| Sewer Maintenance / Sanitation                           | 8,698,016         | 13,509,415         | 14,896,908             | 12,439,832             |

**Fund Summary by Function**

| <b>Fund/Budget Unit</b>                                 | <b>Actual<br/>2008-09</b> | <b>Revised<br/>2009-10</b> | <b>Recommended<br/>2010-11</b> | <b>Recommended<br/>2011-12</b> |
|---|---------------------------|----------------------------|--------------------------------|--------------------------------|
| Drainage Maintenance                                    | 427                       | 67,117                     | 67,167                         | 66,767                         |
| Flood Control   | 4,854,062                 | 11,694,042                 | 13,142,275                     | 6,257,321                      |
| Street Lighting   | 478,549                   | 769,602                    | 856,502                        | 751,502                        |
| San Mateo NPDES   | 0                         | 3,000                      | 3,000                          | 3,000                          |
| Non-General Fund Reserves                               | 35,163,702                | 25,299,226                 | 23,642,478                     | 21,239,963                     |
| <b>TOTAL Special Districts</b>                          | <b>51,079,987</b>         | <b>53,523,606</b>          | <b>54,852,831</b>              | <b>42,955,651</b>              |
| <b>Tower Road Construction ISF:</b>                     |                           |                            |                                |                                |
| Crafts-Funded Jobs                                      | 4,069,861                 | 3,479,849                  | 2,496,244                      | 2,516,804                      |
| Non-General Fund Reserves                               | 182,220                   | 263,327                    | 0                              | 0                              |
| <b>TOTAL Tower Road Construction</b>                    | <b>4,252,081</b>          | <b>3,743,176</b>           | <b>2,496,244</b>               | <b>2,516,804</b>               |
| <b>Half-Cent Transportation Fund:</b>                   |                           |                            |                                |                                |
| TSM Program   | 330,643                   | 353,563                    | 271,102                        | 272,638                        |
| School Crossing Guards                                  | 119,371                   | 118,755                    | 118,755                        | 118,755                        |
| Congestion Management Staff                             | 0                         | 0                          | 0                              | 0                              |
| Transportation Planning                                 | 1,012,534                 | 1,174,160                  | 1,090,175                      | 1,107,672                      |
| Transit Subsidy   | 1,070,315                 | 1,506,878                  | 1,346,262                      | 1,346,262                      |
| C/CAG Payments  | 125,625                   | 155,223                    | 155,223                        | 155,223                        |
| Non-General Fund Reserves                               | 217,656                   | 0                          | 0                              | 0                              |
| Administration and Accounting Services                  | 222,647                   | 113,371                    | 113,371                        | 113,371                        |
| <b>TOTAL Half-Cent Transportation Fund</b>              | <b>3,098,791</b>          | <b>3,421,950</b>           | <b>3,094,888</b>               | <b>3,113,921</b>               |
| <b>Solid Waste Fund:</b>                                |                           |                            |                                |                                |
| SW Planning, Reporting and Monitoring                   | 402,704                   | 482,077                    | 621,371                        | 569,012                        |
| County Areas Recycling Program                          | 250,521                   | 425,493                    | 467,407                        | 440,767                        |
| Composting Program                                      | 290,108                   | 323,482                    | 234,296                        | 236,118                        |
| Co-C/CAG Public Education, Hotline,<br>Website Services | 348,531                   | 528,899                    | 0                              | 0                              |
| Green Building Program                                  | 451,703                   | 593,066                    | 275,738                        | 258,161                        |
| County Facilities Recycling Program                     | 129,344                   | 265,227                    | 173,898                        | 172,188                        |
| Green Business Program                                  | 113,402                   | 130,193                    | 130,176                        | 130,176                        |
| Pescadero Transfer Station                              | 352,016                   | 735,597                    | 595,660                        | 395,660                        |
| Pescadero Landfill Closure                              | 72,085                    | 1,745,122                  | 94,935                         | 95,085                         |

**Fund Summary by Function**

| <b>Fund/Budget Unit</b>                     | <b>Actual<br/>2008-09</b> | <b>Revised<br/>2009-10</b> | <b>Recommended<br/>2010-11</b> | <b>Recommended<br/>2011-12</b> |
|---|---------------------------|----------------------------|--------------------------------|--------------------------------|
| Pescadero Landfill Maint. and Remediation   | 23,186                    | 388,333                    | 409,754                        | 212,754                        |
| HMB Landfill Maint. and Remediation         | 35,926                    | 472,099                    | 195,526                        | 195,526                        |
| Environmental Health LEA                    | 370,511                   | 370,511                    | 0                              | 0                              |
| Household Hazardous Waste                   | 951,610                   | 951,610                    | 0                              | 0                              |
| Public Health Function                      | 356,896                   | 156,896                    | 0                              | 0                              |
| Regulatory Compliance Program               | 24,601                    | 31,306                     | 26,998                         | 26,998                         |
| OES - HazMat Response                       | 342,614                   | 226,865                    | 0                              | 0                              |
| County Garbage and Disposal Charges         | 793,881                   | 5,000                      | 10,000                         | 10,000                         |
| Facilities HazMat Universal Waste Charges   | 29,788                    | 50,000                     | 20,000                         | 20,000                         |
| UST Removals and Remediations               | 0                         | 5,000                      | 0                              | 0                              |
| Recycling Program - EPS                     | 45,000                    | 45,000                     | 45,251                         | 45,251                         |
| Other / Contingency                         | 1,457,333                 | 600,687                    | 958,946                        | 1,316,947                      |
| Green Team                                  | 0                         | 6,000                      | 19,550                         | 19,550                         |
| Non-General Fund Reserves                   | 3,248,318                 | 1,279,212                  | 1,279,212                      | 1,279,212                      |
| Children's Health Initiative                | 1,500,000                 | 0                          | 0                              | 0                              |
| Countywide AB939 Outreach                   | 0                         | 0                          | 611,262                        | 612,722                        |
| Energy, Water, CO2                          | 0                         | 0                          | 208,569                        | 212,418                        |
| Waste Diversion Expenditures <sup>(1)</sup> | 0                         | 0                          | 2,646,397                      | 2,521,393                      |
| <b>TOTAL Solid Waste Fund</b>               | <b>11,590,078</b>         | <b>9,817,675</b>           | <b>9,024,946</b>               | <b>8,769,938</b>               |
| <b>TOTAL REQUIREMENTS</b>                   | <b>144,882,929</b>        | <b>146,292,855</b>         | <b>142,762,978</b>             | <b>126,082,722</b>             |

<sup>(1)</sup>Expenditures for eligible activities related to waste diversion (AB 939). When the Franchise Agreement for the Ox Mountain Landfill expired and was replaced with a Charge for Services under AB 939, it was necessary to create a new Fund and establish a charge back system to distinguish the revenues and expenditures under the former agreement and the new system.

**Department Locator**

County

Environmentally Conscious Community

▷ **Department of Public Works**

Capital Projects

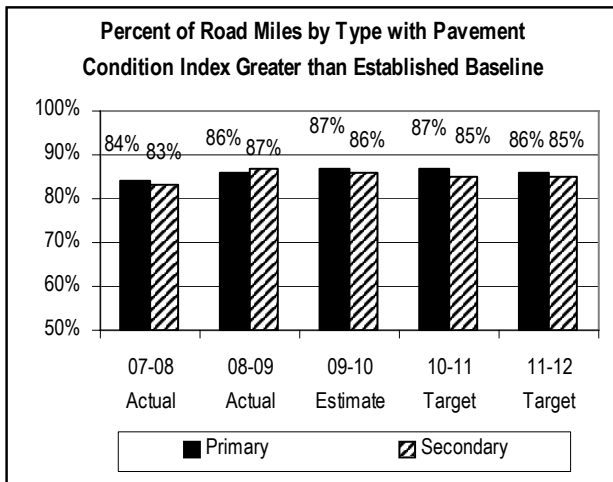
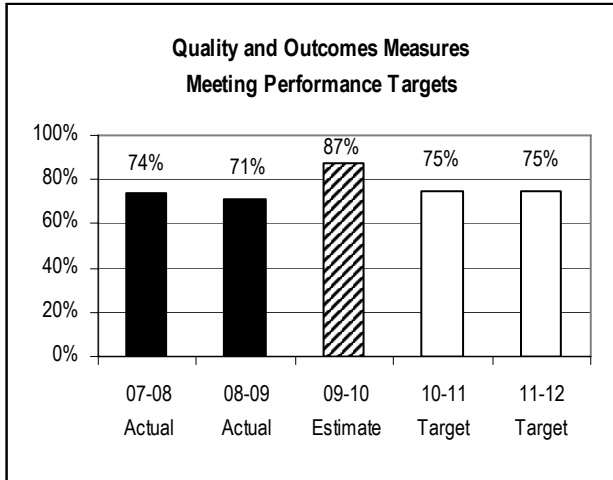
Construction Funds

Real Property Services

Parks Department

Agricultural Commissioner / Sealer

**Department Measures**



**Department Mission Statement**

The Department of Public Works provides efficient, economical and responsive infrastructure systems and maintenance; facility engineering, design, development and maintenance; utilities and environmental services to San Mateo County. Services ensure safe, cost effective, accessible and attractive facilities.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 - 2009)**

**ENVIRONMENTALLY CONSCIOUS COMMUNITY:** Our natural resources are preserved through environmental stewardship, reducing carbon emissions, and using energy, water and land more efficiently.

- Expanded the alternative fuel vehicle program to include Plug-In Hybrid vehicles and electric vehicles, while replacing pool and assigned mid size cars, small pick up trucks and vans, with hybrid vehicles
- Enhanced the informational website to enable County employees to access, request, and purchase tickets for the transportation alternatives and incentive programs offered to conserve energy and improve air quality
- Completed the 2009/10 San Mateo County Energy Watch grant program. Reduced countywide energy use by 2.1-megawatt hours, and reduced countywide carbon emissions by 605 tons
- Completed building energy audits at County Office Building 2, East Palo Alto Government Center and Human Services Agency at 2500 Middlefield Road with Federal Stimulus Funds to identify cost effective energy reduction projects

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

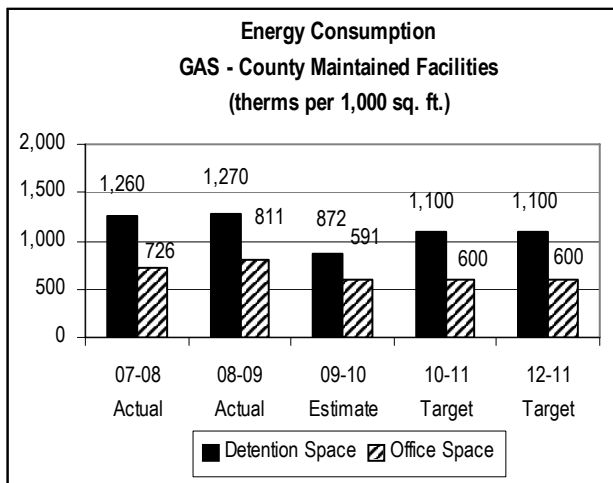
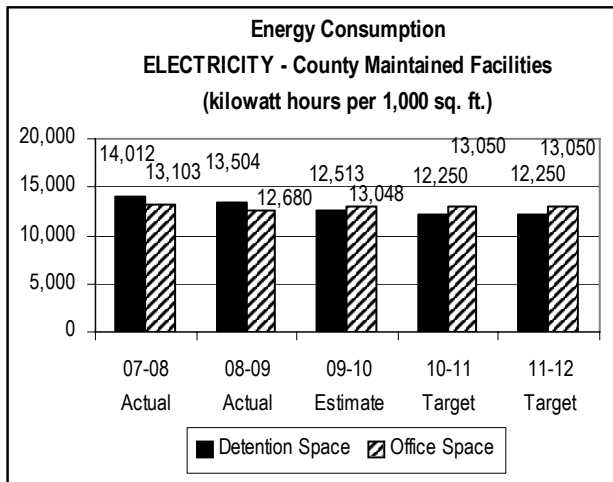
- Completed the construction of three Federal Aviation Administration (FAA) grant-funded improvement projects at the San Carlos Airport totaling \$1,215,000 including the installation of new security fencing and automated vehicle gates; reconstruction of the primary airport access road; and the reconstruction of the taxiways, drainage systems and utility corridor for the aircraft hangar areas on the east side of the Airport
- Performed county-wide sidewalk repairs to address displaced sidewalks, managed the La Honda Slide area to minimize storm water flows within the historical slide area, and replaced a number of damaged culverts in environmentally sensitive areas to provide for the safety of the public
- Completed the La Honda Landslide Mitigation Project.
- Commenced construction of a sewer rehabilitation project to replace approximately 2,800 linear feet of deteriorated pipes, and completed repair of various problematic sections of sewer mains
- Completed road inspection and updated the Pavement Management System (PMS) for the County maintained road system to ensure that road segments selected for treatment are based on the most current information

**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.

- Expanded the Green Business Program into four new cities (San Bruno, Half Moon Bay, Portola Valley, Belmont), and certified 48 new Green Businesses
- Collaborated with the South Bayside Waste Management Authority (SBWMA) and stakeholders to implement a Franchise Agreement in the unincorporated areas of the County between Burlingame and North Fair Oaks in the SBWMA service areas
- The RecycleWorks Grant Program provided funding for five new community gardens on school sites, and the first RAFT (Resource Area For Teaching) reuse center in San Mateo County

- to increase diversion, minimize any effects of new legislation, and promote resource conservation awareness
- Implemented an AB 939 fee to support ongoing waste diversion, recycling and reuse programs implemented by the County.
- Fostered a growing awareness of the environmental impacts of building construction through the development of green building policies, training, materials and awards; and encouraged the use of alternative practices and environmentally-friendly materials in new buildings
- Completed all eleven elements of the Sewer System Management Plan (SSMP) in accordance with the timeline set by the State Water Board Statewide General Waste Discharge Requirements and obtained approval of the SSMP from Board of Supervisors



**Major Accomplishments in FY 2009-10**

**ENVIRONMENTALLY CONSCIOUS COMMUNITY**

- Developed and implemented recycling and waste reduction programs with County departments, outside agencies, schools and community organizations. Efforts included the sale of and training on compost bins; expansion of recycling, resource conservation, CO<sub>2</sub> reductions, and green building opportunities

**HEALTHY COMMUNITY**

- Revised and updated the Airport Layout Plan for San Carlos Airport and submitted to the FAA for their approval to ensure the highest level of eligibility for FAA and California Department of Transportation grants
- Engaged a structural engineering firm to complete seismic and structural evaluation of the old hospital building; several options are being developed to meet Office of Statewide Health Planning and Development compliance for this building
- Developing GIS mapping of existing County pesticide and herbicide spraying locations, County maintained drainage facilities, and County maintained class 1, 2, and 3 bicycle facilities

**COLLABORATIVE COMMUNITY**

- Master Composter program collaborated with other organizations to produce a “Gold” award-winning garden at the San Francisco Flower and Garden Show held at the San Mateo County Expo Center
- Worked with the City of Redwood City to construct improvements to the levee adjacent the San Carlos Airport to meet new FEMA levee height requirements
- Cleared the National Environmental Policy Act (NEPA) process for the Crystal Springs Dam Bridge Replacement Project
- Developed a Facilities Master Plan to assess the current usage of facilities and identify opportunities for strategic adjacencies of services and to ensure efficient use of County-owned and leased spaces

**Major Issues to be Addressed**

- **Condition of Road System**—The County maintains 315 miles of roads in both urban and rural areas. Reductions in revenue from the State together with increases in labor and material costs have resulted in deferring projects that would improve the Pavement Condition Index of the maintained road system. It is estimated that to maintain the Pavement Condition Index at current levels would require approximately \$6.5 million per year (present value) for the next 20 years. The State is proposing

Highway Users Tax Account (HUTA) and Prop 42 deferrals in FY 2010-11. The State's strategy contains a risk of a complete deferral of revenues that will have a significant impact toward the department's ability to maintain the road system at the levels adopted by the Board of Supervisors. The Department is taking steps to conservatively manage revenues and expenditures in such a way that will allow us to maintain limited Road Operations in the event of a State take away of our funds.

- **Infrastructure Maintenance and Impacts on the Environment**—Increased environmental regulations along with the permits, inspections and monitoring activities associated with these regulations have impacted the Department's ability to maintain infrastructure in a timely and cost effective manner. The balance between our mission to provide efficient, economical and responsive infrastructure systems and maintenance, and our goal of protecting and enhancing the environment for current and future generations is a major challenge.
- **Aging Utility and Facility Infrastructure**—Many of the County's buildings and operating systems, flood control, sewer, water and drainage facilities, and other utility and facility infrastructure are old and require extra maintenance effort to remain serviceable. Limited funding has made it extremely difficult to set aside reserves for long-term capital improvements. This impacts our ability to assure effective and uninterrupted service and makes planning for needed upgrades challenging.
- **Customer Expectations**—The Department has a wide variety of internal and external customers. Maintaining a high level of customer satisfaction is a concern as budget reductions have resulted in the need to reduce services in order to decrease costs. Further cuts in programs due to decreasing funding availability may result in lower levels of customer satisfaction.

## Key Department Initiatives

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

#### Alignment to Shared Vision:

- Environmentally Conscious Community

#### Major Issues to be Addressed:

- Maintenance of flood control facilities in areas that have become habitat to endangered / threatened species where lack of maintenance can result in flooding
- Establishment and adoption of increased sanitary sewer service rates in Burlingame and Crystal Springs during FY 2010-11 that adequately support the needs and financial obligations of the County maintained sewer and sanitation districts in order to manage and reduce spills from sanitary sewer systems that contaminate creeks and other bodies of water
- Excess amount of herbicides being introduced into the environment
- Lack of maintenance of roadside vegetation that can result in fires, vehicle accidents and other damage

- Trash and debris in water bodies or other sensitive areas

#### Goal:

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

#### Objectives:

- Obtain long-term regulatory permits to allow for annual maintenance of facilities
- Reduce sewer spills by establishing programs to educate customers, maintain routine maintenance schedules, identify trouble spots in the sewer collection systems, and make appropriate repairs
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agricultural Commissioner
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education
- Manage flood control facilities to ensure that they are free of obstructions, thereby protecting residents and businesses from damage resulting from flooding

#### Major Milestones:

- By 2011, implement an annual program in compliance with permitting agency regulations, for silt, trash and vegetation removal from flood control facilities operated by the County
- By 2011, acquire multi-year permits from regulatory agencies that have acceptable and reasonable conditions

#### Partners:

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

#### FY 2010-11 Budget Impact:

An allocation of \$6.2 million has been included in the FY 2010-11 Recommended Budget to construct various sewer and flood control infrastructure improvement projects and improvements that will better serve the community and protect the natural environment.

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

#### Alignment to Shared Vision:

- Environmentally Conscious Community

**Major Issues to be Addressed:**

- CO<sub>2</sub> and other greenhouse gases affect climate on a global level by increasing surface temperature, raising sea levels and increasing the strength and variability of weather incidents
- County facilities emit over 15,000 tons of CO<sub>2</sub> per year, contributing to the climate change
- The CO<sub>2</sub> from the County comes from the use of (in decreasing order): electricity, natural gas, gasoline and diesel

**Goal:**

- To reduce County CO<sub>2</sub> emissions by at least ten percent from 2010 to 2015 (using 2005 established baseline)

**Objectives:**

- Electricity supplied to existing County facilities by Pacific Gas and Electric Company (PG&E) (the grid) will be reduced by five percent (2005 baseline)
- Energy efficient gas fired co-generation plants installed at the Maguire Jail and the Youth Service Facility will be actively monitored and maintained so that anticipated natural gas consumption increases will be leveled out
- The average miles per gallon (MPG) of the County passenger vehicle fleet will be raised to 30 miles per gallon by 2012. Since 2001, the average miles per gallon for County passenger vehicles has been increased from 22 to 28 miles per gallon
- The Department will evaluate the cost effectiveness of using hydrogen fuel cell technology to supplement the production of electricity for County facilities
- Recruitment of an Energy Manager to evaluate and oversee energy conservation projects and ensure best management practices in the operation of County facilities

**Major Milestones:**

- Implement appropriate recommendations of studies by the Local Government Energy Partnership and PG&E for energy reduction measures by 2012
- Identify additional opportunities for renewable energy systems and implement recommendations in 2011 and on-going
- Evaluate all new County vehicle purchases on an annual basis, in order to maximize MPG and expand the fleet of hybrids and low emission vehicles including pickup trucks, vans, and mid-sized vehicles
- Implemented the collaborative Energy Strategy Program for the 21 jurisdictions in San Mateo County in conjunction with C/CAG and PG&E in November 2009 and plan to update on an annual basis
- Expand opportunities and public outreach education efforts on energy efficiency, renewable energy, and energy and water conservation in 2011, and on an ongoing basis
- Expand the Green Business Program started in FY 2007-08, to encourage San Mateo County businesses to adopt green

technologies and policies in 2011 and investigate alternative funding sources for this program as the Solid Waste fund declines.

- Install solar panels at the County Government Center in Redwood City by September 2010

**Partners:**

- All County departments
- Association of Bay Area Governments
- City/County Association of Governments and its Congestion Management and Environmental Quality Committee
- PG&E
- Sustainable Silicon Valley
- Sustainable San Mateo County

**FY 2010-11 Budget Impact:**

An allocation of \$1.6 million has been included in the FY 2010-11 Recommended Budget to replace older, less efficient vehicles with more fuel efficient and environmentally friendly models. \$260,000 has been budgeted to support and improve the existing co-generation systems at the Maguire Jail and the Youth Services Center. These co-generation systems will be further evaluated to determine if they continue to be cost effective alternatives for energy production, or if better options exist.

**Other Significant Objectives by Program**

The Public Works Department includes the following programs:

- Administrative Services
- Engineering Services
- Facilities Services
- Road Construction and Operations
- Construction Services
- Vehicle and Equipment Services
- Waste Management
- Transportation Services
- Utilities
- Airports

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

**Administrative Services**

- Implement an Electronic Document Management System, including the scanning of legacy documents and financial records to reduce the use of paper in the Department

**Engineering Services**

- Continue to explore improved methods for improving the Pavement Condition Index and reducing cost per mile



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**Facilities Services**

- Complete a new design to modify existing systems to eliminate requirements for regular supervision of high-pressure boilers at the San Mateo Medical Center
- Develop a long-term plan to implement the findings of the Countywide Master Plan report

**Road Construction and Operations**

- Expand the Chip Seal Program to cost effectively maintain the rural portions of the road system

**Construction Services**

- Provide cost saving construction alternatives to customers

**Vehicle and Equipment Services**

- Implement a bar coding system to provide better monitoring and early identification of vehicle problems that can be addressed before more serious and costly repairs become necessary

**Waste Management**

- Continue to exceed the 50% State mandated rate for diversion of waste materials going into landfills through the implementation of programs that advance additional recycling, reuse, and reduction in use of materials
- Support development of a County climate action plan as mandated by AB 32

**Transportation Services**

- Continue to encourage County employees to use alternatives means of transportation

**Utilities**

- Implement the habitat enhancement plan approved for the San Bruno Creek Flood Control Zone channel area

**Airports**

- Conduct regular meeting with neighborhood groups and individuals surrounding the Airports regarding aircraft noise impacts and the Airports' noise abatement efforts

## Department of Public Works (4500D) ALL FUNDS

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                        |                    |                        |
| Taxes                            | 6,452,287          | 7,298,694          | 6,255,018          | 6,353,707              | 98,689             | 6,355,243              |
| Licenses, Permits and Franchises | 5,676,557          | 5,269,501          | 5,429,518          | 673,171                | (4,756,347)        | 763,171                |
| Use of Money and Property        | 5,096,317          | 1,322,508          | 3,862,640          | 3,306,766              | (555,874)          | 3,394,157              |
| Intergovernmental Revenues       | 16,750,983         | 27,610,241         | 19,937,251         | 21,282,077             | 1,344,826          | 20,448,124             |
| Charges for Services             | 11,478,605         | 11,431,561         | 11,208,149         | 14,744,724             | 3,536,575          | 13,963,112             |
| Interfund Revenue                | 27,362,505         | 28,579,246         | 29,634,990         | 31,619,501             | 1,984,511          | 31,685,000             |
| Miscellaneous Revenue            | 2,971,945          | 4,898,279          | 684,656            | 2,089,777              | 1,405,121          | 735,336                |
| Other Financing Sources          | 5,706,112          | 2,289,911          | 2,885,798          | 3,309,256              | 423,458            | 3,505,776              |
| <b>Total Revenue</b>             | <b>81,495,310</b>  | <b>88,699,941</b>  | <b>79,898,020</b>  | <b>83,378,979</b>      | <b>3,480,959</b>   | <b>80,849,919</b>      |
| Fund Balance                     | 56,725,951         | 56,854,317         | 65,778,780         | 58,829,549             | (6,949,231)        | 46,262,479             |
| <b>TOTAL SOURCES</b>             | <b>138,221,261</b> | <b>145,554,258</b> | <b>145,676,800</b> | <b>142,208,528</b>     | <b>(3,468,272)</b> | <b>127,112,398</b>     |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                        |                    |                        |
| Salaries and Benefits            | 32,310,667         | 33,163,933         | 37,104,469         | 37,349,365             | 244,896            | 37,868,548             |
| Services and Supplies            | 43,597,368         | 46,501,880         | 53,850,364         | 54,644,633             | 794,269            | 51,832,975             |
| Other Charges                    | 10,869,946         | 12,287,811         | 12,137,481         | 11,091,458             | (1,046,023)        | 9,737,292              |
| Fixed Assets                     | 12,801,894         | 5,824,270          | 14,644,334         | 14,644,318             | (16)               | 8,794,744              |
| Other Financing Uses             | 12,121,126         | 16,163,055         | 18,137,956         | 17,926,166             | (211,790)          | 18,120,467             |
| <b>Gross Appropriations</b>      | <b>111,701,000</b> | <b>113,940,949</b> | <b>135,874,604</b> | <b>135,655,940</b>     | <b>(218,664)</b>   | <b>126,354,026</b>     |
| Intrafund Transfers              | (28,681,262)       | (33,483,127)       | (34,245,364)       | (33,907,009)           | 338,355            | (34,290,597)           |
| <b>Net Appropriations</b>        | <b>83,019,738</b>  | <b>80,457,822</b>  | <b>101,629,240</b> | <b>101,748,931</b>     | <b>119,691</b>     | <b>92,063,429</b>      |
| Contingencies/Dept Reserves      | 39,764,067         | 50,690,735         | 33,748,452         | 31,986,991             | (1,761,461)        | 28,800,072             |
| Non-General Fund Reserves        | 15,925,390         | 13,734,373         | 10,915,163         | 9,027,056              | (1,888,107)        | 6,803,347              |
| <b>TOTAL REQUIREMENTS</b>        | <b>138,709,194</b> | <b>144,882,929</b> | <b>146,292,855</b> | <b>142,762,978</b>     | <b>(3,529,877)</b> | <b>127,666,848</b>     |
| <b>NET COUNTY COST</b>           | <b>487,933</b>     | <b>(671,328)</b>   | <b>616,055</b>     | <b>554,450</b>         | <b>(61,605)</b>    | <b>554,450</b>         |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                        |                    |                        |
| <b>Salary Resolution</b>         | <b>335.0</b>       | <b>336.0</b>       | <b>317.0</b>       | <b>301.0</b>           | <b>(16.0)</b>      | <b>301.0</b>           |
| <b>Funded FTE</b>                | <b>331.1</b>       | <b>335.0</b>       | <b>317.1</b>       | <b>299.7</b>           | <b>(17.5)</b>      | <b>299.7</b>           |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$3,468,272 or 2.4% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Taxes

There is an increase of \$98,689 in this funding source due to rate increases in most special districts adopted by the Board. This is partially offset by a decrease in transportation sales tax revenues related to the sluggish economy.

#### Licenses, Permits and Franchises

There is a decrease of \$4,756,347 in this funding source due to the expiration of the agreement for the Ox Mountain Landfill. This is partially offset by small increases in revenues for roads, cable TV, and County Service Areas.

#### Use of Money and Property

There is a decrease of \$555,874 in this funding source due to decreases in the Fund Balance for many sections and the resulting reduction in interest payments on these balances.

#### Intergovernmental Revenues

There is an increase of \$1,344,826 in this funding source due to an increase in the gas tax funding because of a change in methodology implemented by the State. This is partially offset by the elimination of state and federal funding for Airport projects completed in prior years.

#### Charges for Services

There is an increase of \$3,536,575 in this funding source primarily due to the expiration of the agreement for the Ox Mountain Landfill and the imposition of charges for services provided to the County under AB 939. There have also been increases in fee services provided by Construction Services and the Sewer Districts. This is partially offset by a reduction in the charges to City / County Association of Governments due to staff vacancies.

#### Interfund Revenue

There is an increase of \$1,984,511 in this funding source due to the change in the revenue stream for Waste Management and the establishment of a new accounting mechanism to separate the former revenues (Franchises) from the new revenues (Charges). There are also increases in Administrative costs recovered from other sections in the Department, and an increase in Road revenues due to work for other sections of the Department and other departments. This is partially offset by a decrease in revenue for Engineering and Construction Services due to a reduction in requests for work from other sections of the Department and other departments.

#### Miscellaneous Revenue

There is an increase of \$1,405,121 in this funding source due to a federal grant for the Crystal Springs Bridge demolition project.

#### Other Financing Sources

There is an increase of \$423,458 in this funding source due to increased revenue for various sewer and flood control projects.

#### Fund Balance

There is a decrease of \$6,949,231 in this funding source due to the use of these funds for the construction of road projects that were started in the prior year, to complete the acquisition of replacement vehicles and equipment started in the prior year, and to pay for on-going expenditures in excess of available revenues in the Waste Management and Construction Services sections. This is partially offset by increases in the various utilities (sewers, lighting, and flood control).

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$3,529,877 or 2.4% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$244,896 in this expenditure category due to merit increases, and increases in retirement contributions and health benefit costs. This is substantially offset by reductions in overtime and extra help in Construction Services, and the elimination of 16 vacant positions in Engineering, City / County Association of Governments, and the Commute Alternatives Program.

#### Services and Supplies

There is an increase of \$794,269 in this expenditure category due to anticipated increases in the costs of supplies and outside vendors. This is partially offset by reductions implemented in Administration, Facilities, Construction Services, Transportation, and Airports in order to meet Net County Cost targets and to reflect a reduced need for certain services.

Other Charges

There is a decrease of \$1,046,023 in this expenditure category due to the completion of the Pescadero Landfill closure project and reductions implemented by Facilities, Construction Services, and Vehicles and Equipment in order to meet Net County Cost targets and available revenues. This is partially offset by the payoff of a long-term debt obligation by the Airport, increased service charges assessed against the Department and accumulated in the Administration budget unit, and the cost of various flood control projects.

Fixed Assets

There is a decrease of \$16 in this expenditure category due to the completion of a number of Airport improvements, lighting projects, and Motor Pool shop improvements in the prior year; offset by road, Sewer District, and Flood District improvements scheduled for the new fiscal year.

Other Financing Uses

There is a decrease of \$211,790 in this expenditure category due to the retirement of long-term debt in Waste Management. This is partially offset by scheduled sewer projects.

Intrafund Transfers

There is a decrease of \$338,355 in this expenditure category due to a reduction in the number and cost of replacing road equipment that is charged to the Road Section by Vehicles and Equipment, and a reduction in work done for the Airports by other sections of the Department.

Contingencies/Departmental Reserves

There is a decrease of \$3,649,568 in this expenditure category. The balance in Reserves represents 40% of Net Appropriations, which exceeds the two percent Reserves policy by \$38,979,068. The Reserves will cover costs for ongoing expenditures in Construction Services that are not covered by revenues, equipment acquisitions, and Airport related capital improvement projects. Waste Management is increasing Reserves in anticipation of future expenditures related to landfill closures. Total Reserves consist of \$10,290,022 for the Road Maintenance and Roadway Improvement Funds, \$182 for Engineering, \$3,473,382 for the Vehicle and Equipment Internal Service Fund, \$2,238,158 for the Solid Waste Fund, \$24,149,495 for various Utility Funds, and \$862,808 for the County Airports Fund. General Fund Reserves total \$507,199 and Non-General Fund Reserves total \$40,506,848.

**NET COUNTY COST**

There is a decrease of \$61,605 or 10% in this Department/Agency's General Fund allocation. This reduction was made to meet the Net County Cost target for this Department. The reduction has been made in the allocation of general funds for the North Fair Oaks Community Center support. Additional funding from Community Service Area 8 (CSA 8) has been allocated to make up this reduction and fully fund the County's commitment to the Center.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$15,096,130 or 10.6% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Taxes

There is an increase of \$1,536 in this funding source due to anticipated additional transportation sales tax revenue.

Licenses, Permits and Franchises

There is an increase of \$90,000 in this funding source due to the establishment of garbage collection franchise fees in the unincorporated areas.

Use of Money and Property

There is an increase of \$87,391 in this funding source due to anticipated interest income from Fund Balance and Reserves for Vehicles and Equipment, and Airports.

Intergovernmental Revenues

There is a decrease of \$833,953 in this funding source due to reductions in state and federal grants for Engineering and Airport projects.

Charges for Services

There is a decrease of \$781,612 in this funding source due to a reduction in AB 939 fees at the Ox Mountain Landfill and a reduction in work performed by the Roads Section for outside agencies. This is partially offset by an increase in reimbursements from City / County Association of Governments to cover negotiated increases for staff.

Interfund Revenue

There is an increase of \$65,499 in this funding source due to negotiated increases for staff in Administration, Engineering, Facilities, and Construction Services. These increases are appropriately passed on to other sections of the Department that use these services. This is partially offset by a reduction in revenue for Waste Management due to a reduction in services not eligible under AB 939.

Miscellaneous Revenue

There is a decrease of \$1,354,441 in this funding source due to the anticipated completion in the prior year of a federal grant for the Crystal Springs Bridge demolition project.

Other Financing Sources

There is an increase of \$196,520 in this funding source due to reimbursements to various sewer and flood control districts for work performed.

Fund Balance

There is a decrease of \$12,567,070 in this funding source due to the anticipated payment in FY 2010-11 for various projects and equipment purchases out of reserves for Vehicles and Equipment, Airports, and utility districts; partially offset by an increase in Fund Balance for Waste Management.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$15,096,130 or 10.6% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$519,183 in this expenditure category due to merit and health benefit cost increases.

Services and Supplies

There is a decrease of \$2,811,658 in this expenditure category due to the completion of various projects in FY 2010-11 for Roads and various utility districts. Facilities Services has further reduced expenditures in this category to meet Net County Cost targets. Waste Management has eliminated services that are not eligible for AB 939 consistent with the restrictions on its new funding source from the Ox Mountain Landfill.

Other Charges

There is a decrease of \$1,354,166 in this expenditure category due to the elimination of contributions to flood control projects. This is partially offset by an increased contribution by Roads for work done in cooperation with other agencies.

Fixed Assets

There is a decrease of \$5,849,574 in this expenditure category due to the elimination of one-time projects and acquisition of equipment for Airports and Utility Districts. This is partially offset by scheduled road improvements and replacement of Motor Pool vehicles.

Other Financing Uses

There is an increase of \$194,301 in this expenditure category due to anticipated reimbursements for jointly sponsored flood control and sewer projects.

Intrafund Transfers

There is an increase of \$383,588 in this expenditure category due to the transfer of funding from Roads to Vehicles and Equipment for the purchase of road equipment.

Contingencies/Departmental Reserves

There is a decrease of \$5,410,628 in this expenditure category. The balance in Reserves represents 40.3% of Net Appropriations, which exceeds the two percent Reserves policy by \$33,762,150. The Reserves will cover costs for acquiring equipment and constructing capital improvement projects at the Half Moon Bay and San Carlos airports. Waste Management is increasing Reserves in anticipation of future expenditures related to landfill closures. Total Reserves consist of \$9,324,303 for the Road Maintenance and Roadway Improvement Funds, \$182 for Engineering, \$1,006,858 for the Vehicle and Equipment Internal Service Fund, \$2,596,159 for the Solid Waste Fund, \$21,786,089 for various Utility Funds, and \$889,828 for the County Airports Fund. General Fund Reserves total \$480,793 and Non-General Fund Reserves total \$35,122,626.

**NET COUNTY COST**

No Change.

## Administrative Services (4510P)

### Program Locator

- County
  - Environmentally Conscious Community
    - Department of Public Works
      - ▷ **Administrative Services**
        - Engineering Services
        - Facilities Services
        - Road Construction and Operations
        - Construction Services
        - Vehicle and Equipment Services
        - Waste Management
        - Transportation Services
        - Utilities
        - Airports

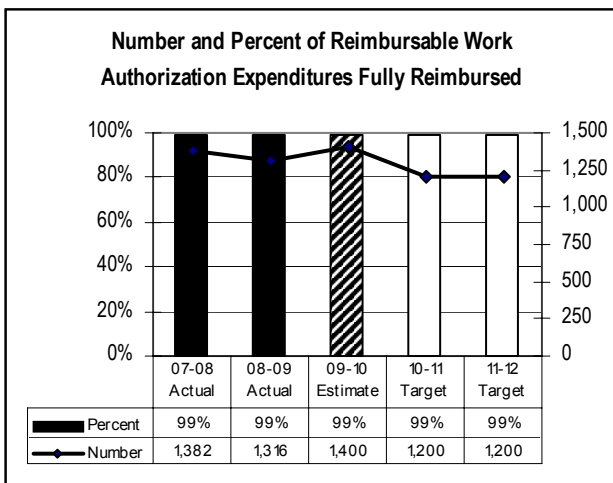
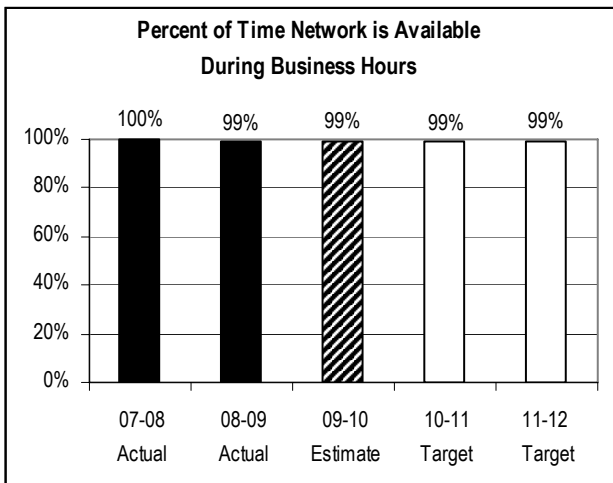
### Program Outcome Statement

The Administrative Services Program guides and supports the Department in accomplishing its mission through collaborative, innovative and responsive human resources, technology, financial and other administrative services and systems.

### Services and Accomplishments

The Administrative Services Program primarily contributes to the Shared Vision of a Collaborative Community by 2025 by offering direction and support in four key areas: Business Systems, Financial Services, Human Resources, and Safety / Training. Services include automation and technology support, accounting and budget, contract management, safety programs and training, policy and program development and evaluation, personnel and payroll services, clerical support, and other training.

### Headline Measures



The following are major accomplishments in the current year:

- Completed several information technology infrastructure improvements including server virtualization, software upgrades, and a new storage area network (SAN)
- Implemented the distribution of electronic reports to internal and external sections, resulting in savings of more than 5,000 sheets of paper per month
- Completed scanning and indexing all Administrative documents and moved them into the department's Electronic Document Management System (EDMS)
- Completed cross-training of staff functions within the Fiscal division

### Story Behind Performance

The Program continues to focus on establishing processes and systems and realigning services in the areas of finance and accounting, information technology, organizational development and grant and contract support to address the changing needs of the Department.

Each year the Program surveys Department managers and supervisors to assess current services and determine future priorities and support needs. Suggestions are responded to immediately which has helped satisfaction levels remain consistently above the countywide standard of 90%.

Business Systems initiated and completed a number of service improvements in FY 2009-10. An annual maintenance plan continues to be updated to provide a process and schedule for server upgrades, software upgrades and workstation replacements. This ongoing effort contributes to continued high performance in the network availability rate of at least 99%. Cross training of staff is continuing, which has resulted in better coverage and faster service, and has increased the number of service requests responded to in 24 hours. These activities will all aid in the accomplishment of the percent of hours network is available during business hours.

The Fiscal Section recently hired two new managers to replace managers who had retired, resulting in improved training of department staff to meet the service needs to both Public Works sections as well as other County departments. In addition, the Fiscal section has implemented a process that analyzes and adjusts the cost recovery rates that sections with Public Works charges that will assist the Department in meeting the number and percent of work authorization expenditures fully reimbursed.

Program staff organized and planned a wide range of Department trainings. During the calendar year 2009, 142 courses were attended and 3,317 training hours were completed in the following areas: Technical and Career Development - 73% and Safety - 27%. Administrative Services conducted 24 small group strategic planning sessions which re-established five-year goals for departmental operational units.

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

- To maintain a high level of technology support during a period of increased fiscal pressure
- To make strategic technology investments which are aligned closely with the Department's business needs and priorities
- To implement and support the utilization of an automated Capital Improvement Program package to assist with the budgeting, planning, management, financial forecasting, and presentation of the County's Five-Year Capital Improvement Program
- To expand succession planning efforts to capture knowledge, improve documentation, and provide training to address anticipated future retirements and staff departures
- To increase technical training in the Road Services division by implementing Roads Services Training committee recommendations

**Program Objectives**

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

Implement New / Improved Systems and Processes to Improve Services Provided by Administrative Services by 2011

- Explore available resources to acquire additional application development and training capability
- Implement a contract tracking system to provide timely expenditure and contract expiration information to management staff
- Expand implementation of and the training in the Electronic Document Management System, including the scanning of legacy documents (maps, project documents and historical documents) and invoicing / financial records by 2011
- Implement new time keeping system so that all staff located at 555 County Center will be using the Department's Cost Accounting Management System to key in their own timecards by 2011
- Develop and implement a manager training program on automated systems and personnel practices by 2011

- Identify new training needs for Department staff, specifically responding to advances in technology, operation and maintenance and utilization of new environmentally friendly equipment and products by 2011
- Develop a five-year strategic plan for the entire Department using a bottoms-up process that has the participation of at least 80% of the employees of the Department by 2011
- Develop instructions and a checklist for appropriate staff in the preparation of items for submission to the Board of Supervisors for approval / adoption by 2011

Maintain a 98% Rate of Work Authorizations Processed within Five Days and a 99% Rate of Work Authorization Expenditures Fully Reimbursed

- Continue to provide training for staff on key financial systems and reporting capabilities
- Establish an ongoing training program for accounting staff in all functional areas, particularly in the area of new applications for the Cost Accounting Management System
- Fully resolve issues identified with the Cost Accounting Management System, particularly related to Vehicles and Equipment
- Design and implement a system to address new requirements for reporting and cost recovery, related to the separation of Court and County responsibilities for the maintenance and operation of the Hall of Justice building in Redwood City

Maintain a 99% Response Rate to Information Technology Service Requests Resolved within 24 Hours

- Continue to utilize virtual server technology on all servers to minimize catastrophic server downtime by 2011
- Continue cross training of staff in all Information Technology areas

### Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of hours network is available during business hours  | 2,242                | 2,239                | 2,230                  | 2,230                | 2,230                |
| Number of work authorizations processed   | 2,621                | 2,439                | 2,100                  | 2,100                | 2,100                |
| Number of batched and scanned administrative document pages (data development)                        | ---                  | ---                  | 356,000                | 95,000               | 95,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of time network is available during business hours  | 100%                 | 99%                  | 99%                    | 99%                  | 99%                  |
| Percent of work authorizations processed within five days   | 98%                  | 98%                  | 98%                    | 98%                  | 98%                  |
| Percent of total administrative documents committed in FileNet vs. paper documents (data development) | ---                  | ---                  | 25%                    | 75%                  | 95%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number and percent of information technology service requests resolved within 24 hours                | 495 / 99%            | 492 / 100%           | 500 / 99%              | 500 / 99%            | 500 / 99%            |
| Number and percent of reimbursable work authorization expenditures fully reimbursed                   | 1,382 / 99%          | 1,316 / 99%          | 1,400 / 99%            | 1,200 / 99%          | 1,200 / 99%          |
| Number of administrative document pages committed to FileNet (data development)                       | ---                  | ---                  | 443,000                | 95,000               | 95,000               |



## Administrative Services (4510P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 28.0              | 28.0              | 28.0               | 28.0                   |                   | 28.0                   |
| Funded FTE                | 27.9              | 27.9              | 27.9               | 27.9                   |                   | 27.9                   |
| <b>Total Requirements</b> | 4,345,321         | 5,082,142         | 6,453,619          | 6,786,840              | 333,221           | 6,844,110              |
| <b>Total Sources</b>      | 4,153,952         | 4,844,986         | 6,215,682          | 6,596,176              | 380,494           | 6,653,446              |
| <b>Net County Cost</b>    | 191,369           | 237,155           | 237,937            | 190,664                | (47,273)          | 190,664                |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Non-Mandated Services     |                   |                   | 237,937            | 190,664                | (47,273)          | 190,664                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost is \$190,664 or 3%, of which \$190,664 or 100% is discretionary. The Net County Cost in this Program represents the County's contractual agreement with the City of Redwood City for support of the Fair Oaks Community Center.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment; reduction in General Fund allocation for the Fair Oaks Community Center; and reductions in contract expenditures. The reduction in the Fair Oaks Center allocation will be made up through a contribution of funds from County Service Area #8.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 347,244         | 299,971        | 0                   | 0        | (47,273)        | 0         |

#### 2. Business Systems Section Fixed Assets

Scheduled equipment replacements include two servers and one plotter that prints plans. A new storage area network will be implemented to support the Department's automated storage of files that were previously held as paper copies. This will advance the Department's long-term goal of significantly reducing all paper storage and improving the retrieval of records for internal use and also for the public. Funding to support this effort is derived from the administrative overhead distributed to the other sections of the Department.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 33,250          | 33,250         | 0                   | 0        | 0               | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 380,494         | 333,221        | 0                   | 0        | (47,273)        | 0         |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time projects and equipment; and reductions in contract expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 23,520          | 23,520         | 0                   | 0        | 0               | 0         |

**4. Business Systems Section Fixed Assets**

Scheduled equipment replacements will update the Department's automated systems. This will advance the Department's performance by ensuring use of its automated systems with minimal down time. This will enable the Department to provide consistent and reliable service to its customers.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 33,750          | 33,750         | 0                   | 0        | 0               | 0         |

**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 57,270          | 57,270         | 0                   | 0        | 0               | 0         |

## Engineering Services (4600P)

### Program Locator

- County
  - Environmentally Conscious Community
  - Department of Public Works
    - Administrative Services
    - ▶ **Engineering Services**
      - Facilities Services
      - Road Construction and Operations
      - Construction Services
      - Vehicle and Equipment Services
      - Waste Management
      - Transportation Services
      - Utilities
      - Airports

### Program Outcome Statement

The Engineering Services Program provides professional engineering, drafting, surveying and construction management services in constructing and maintaining County infrastructure for residents and other users to ensure safety and quality of life.

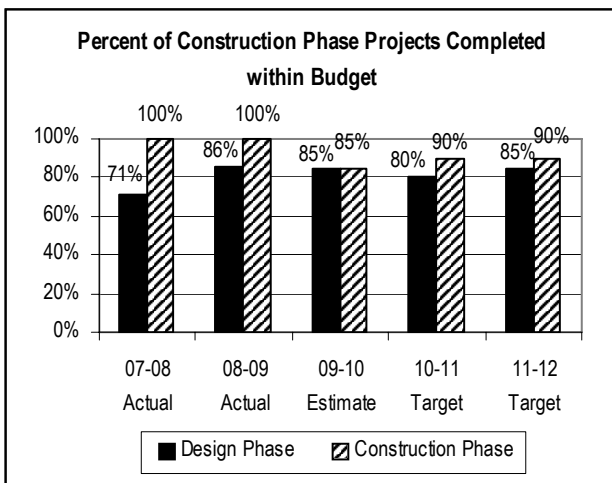
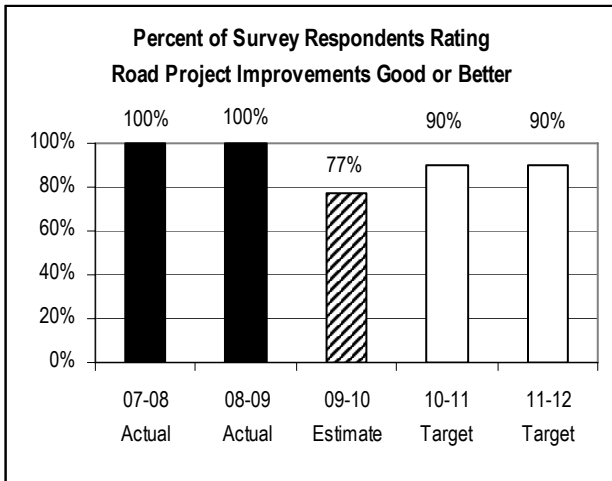
### Services and Accomplishments

The Engineering Services Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 through the following activities: providing project development and design, drafting, surveying and construction management services for Roads, Utilities and other County departments. Engineering Services will continue with design, surveying services and inspection activities for various road surfacing and reconstruction projects in the unincorporated suburban as well as rural areas of the County. In addition to road projects, the Program provides engineering services for various sanitary sewers, Airports, Parks and Flood Control improvement projects.

The following are major accomplishments in the current year:

- Completed road inspection and updated the Pavement Condition Index (PCI) of the County maintained road system to ensure that road segments selected for treatment are based on the most current information.
- Designed, managed, and inspected various projects including: road reconstruction of Mills Ave. in West Menlo Park area; installation of Storm Drainage facilities on Cedar St. in the Moss Beach area; installation of Traffic Calming Advisory Signs in the San Mateo Highlands area; installation of bike Lane Colored Slurry on Westborough Blvd. in the South San Francisco area; and completion of Mirada Surf West Coastal Trail Extension Phase II and the County-wide Resurfacing of Streets funded with American Recovery and Reinvestment Act Stimulus funds.
- Completed design documents for various projects including: Proposition 1B funded reconstruction of 9<sup>th</sup> Ave., 14<sup>th</sup> Ave., 15<sup>th</sup> Ave, Palmer Lane; installation of valley gutters on Fair Oaks Ave. in the Fair Oaks area; reconstruction of Franks Lane and Camino de los Robles in the West Menlo Park area; and resurfacing of various streets in the South Bayside area.
- Cleared the National Environmental Policy Act (NEPA) process for the Crystal Springs Dam Bridge Replacement Project

### Headline Measures



### Story Behind Performance

Engineering Services designs and manages the construction of major roadway, drainage, and other improvements. The maintenance of the roads (potholes, vegetation management, road repairs) are the responsibility of the Road Services Division. Engineering Services continues efforts to achieve success in all phases of each road and capital project by measuring how well the projects meet the needs and expectations of customers, while keeping in mind the County's mission of protecting and enhancing

health, safety, welfare and natural resources and providing quality services that benefit and enrich the lives of the people of the community. Road project customers are regularly surveyed and property owner feedback is evaluated to enhance the design criteria for current and future projects. Engineering Services continually monitors customer ratings and comments, inspection staff field observations, and contract issues in an effort to minimize the potential for customer confusion or dissatisfaction, develop more thorough processes and reduce the potential for contract claims. For certain projects that are anticipated to have significant impacts on residents in the area, property owners are given the chance for greater involvement during the Design and Construction Phases. These community engagement efforts have directly contributed to accomplishing the percent of survey respondents rating road project improvement good or better.

Capital improvement funding resources continue to decrease from year to year as Road Fund revenues, which are used to supplement State funding contributions, do not keep up with increased costs in developing, maintaining and constructing improvements. With financial resources becoming even more limited, the Engineering Services Program is continuing to evaluate road treatment options that can more efficiently maintain the County's infrastructure at acceptable condition levels. In this regard, Engineering Services continues to monitor the performance and effectiveness of any new technologies used previously, such as modified types of road reconstruction methods and drainage detention systems for reducing localized ponding of water, in order to determine if they should be used in future projects. Given Road Fund limitations, Engineering Services is actively evaluating County demands for its resources and providing services to other sections in the Public Works Department and other Departments in the County that are in need of engineering expertise, as well as teaming with other agencies on projects of joint interest. Engineering's use of these new technologies, materials, and techniques has directly contributed to accomplishing the percent of construction phase projects completed within budget.

Engineering Services has retrained staff in order to provide flexibility in staffing assignments that address voids resulting from retirements and reassignments, with vacant positions not being filled. In addition, Engineering Services will continue to consider its abilities to provide necessary services at appropriate cost levels. Contractors will provide engineering and surveying services where internal resources are not adequate to address current needs. Staffing levels and service demands are continuously monitored to ensure that Engineering Services is efficiently addressing departmental needs. Staff from Engineering Services continues to work with the Roads, Utilities, Airports and Facilities Divisions of Public Works, and the County's Parks Department to assist them with their projects and operations.

Engineering also provides service to customers at the counter seeking information related to maps and survey records. Customers praise staff for their valuable experience, and appreciate the research tools that help make data distribution more accessible and faster to retrieve. A prototype for expanded services has been tested

to allow maps and survey records to be released on the web, eliminating the need for the customers to come into the County offices. These changes will result in cost savings to the County and hopefully will increase customer satisfaction. This service has been developed as a direct response to requests from customers. Engineering continues to expand its use of Geographic Information System (GIS) technology and will evaluate training programs to maximize staff efficiency in establishing and maintaining expanded data base sets.

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

- To continue to assume responsibility for additional project management needs in sewers for projects mandated by the Clean Water Act that are financed by user charges; in parks where State Bond money is available for capital improvements; and local Airport improvements, based on available funding
- To evaluate the effectiveness of installed drainage detention systems that can alleviate common localized flooding issues experienced in the North Fair Oaks area
- To secure the cooperation of the California Department of Transportation and the various regulatory agencies to ensure that all environmental requirements are addressed in a timely fashion in order to meet project schedules and funding obligation requirements associated with specific types of funding
- To secure federal funding and move forward with the demolition and construction of the Crystal Springs Dam Bridge as it coincides with the San Francisco Public Utilities Commission (SFPUC) timeline for work on the dam which the bridge sits on top off, and finalize a Memorandum of Agreement (MOA) with the San Francisco Public Utilities Commission (SFPUC) for this project
- To maintain the condition of County's road infrastructure in light of the economic uncertainty affecting the State and County; if the Department does not receive Highway User Tax Act and Proposition 42 funding, major changes will be necessary for this program to continue to function in a significantly limited capacity
- To meet the expectations of the public regarding delivery of service and projects based on the existing vacancies, which have not been filled due to budget considerations

#### **Program Objectives**

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

##### Maintain an Overall Customer Satisfaction Rating of at Least 90% for Road Improvement Projects

- Continue to improve the public input and public notification processes
- Continue to utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects
- Continue to explore, evaluate and implement improved methods for improving the Pavement Condition Index and reducing cost per mile

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Achieve and Maintain a Rate of 90% of Construction Projects

Completed Within Budget

- Explore and implement processes and systems to improve productivity and accuracy
- Explore and implement processes and systems that minimize potential cost impacts both during the design and project construction phases
- Provide internal and external training programs, including mentoring, AutoCAD training, and other work enhancing applications training classes that will enable staff to increase its level of expertise on project assignments

## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of roads, sewer, watershed, and parks projects funded                                       | 61                   | 66                   | 51                     | 55                   | 58                   |
| Number of counter service requests for maps and survey records                                     | 383                  | 417                  | 350                    | 400                  | 350                  |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Number and percent of customers rating maps / survey records counter services good or better       | 32 / 100%            | 42 / 100%            | 20 / 100%              | 28 / 90%             | 28 / 90%             |
| Percent of projects completed on time and within budget:   |                      |                      |                        |                      |                      |
| - Design phase on time   | 86%                  | 100%                 | 85%                    | 90%                  | 85%                  |
| - Design phase within budget   | 71%                  | 86%                  | 85%                    | 80%                  | 85%                  |
| - Construction phase within budget   | 100%                 | 100%                 | 85%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of customer survey respondents (residents) rating road project improvements good or better | 100%                 | 100%                 | 77%                    | 90%                  | 90%                  |

## Engineering Services (4600P) Resource Allocation Summary

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>     | 30.0              | 30.0              | 30.0               | 25.0                   | (5.0)             | 25.0                   |
| <b>Funded FTE</b>            | 29.8              | 29.5              | 29.5               | 24.6                   | (4.9)             | 24.6                   |
| <b>Total Requirements</b>    | 4,289,725         | 3,726,822         | 5,255,220          | 4,957,120              | (298,100)         | 4,996,776              |
| <b>Total Sources</b>         | 4,193,101         | 3,630,441         | 5,158,596          | 4,860,496              | (298,100)         | 4,900,152              |
| <b>Net County Cost</b>       | 96,624            | 96,381            | 96,624             | 96,624                 |                   | 96,624                 |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>Non-Mandated Services</b> |                   |                   | 96,624             | 96,624                 |                   | 96,624                 |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost is \$96,624 or 2%, of which \$96,624 or 100% is discretionary. This discretionary amount represents the County Engineer function.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment; and reductions in contract expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (298,100)       | 335,983        | 0                   | 0        | 634,083         | 0         |

### 2. Elimination of Vacant Positions

One vacant Senior Drafting Technician and four vacant Associate Engineers have been eliminated to meet Net County Cost targets. These positions have been vacant for the past year; therefore, the loss of these positions is not anticipated to impact current performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (634,083)      | 0                   | 0        | (634,083)       | (5)       |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (298,100)       | (298,100)      | 0                   | 0        | 0               | (5)       |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time projects and equipment; and reductions in contract expenditures. A slight increase in revenues is projected due to work being done for other sections in the Department.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 39,656          | 39,656         | 0                   | 0        | 0               | 0         |

## Facilities Services (4730P)

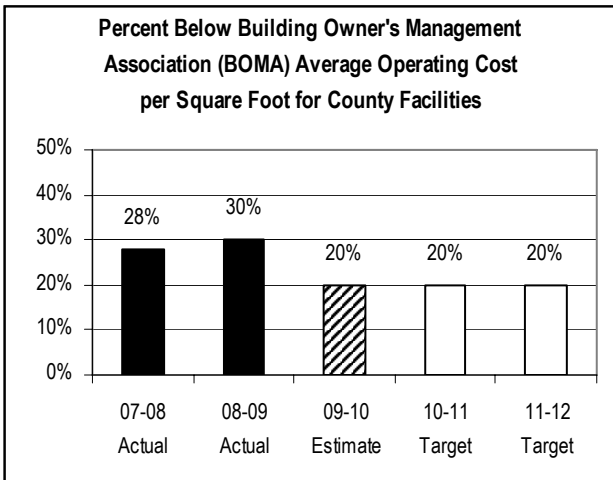
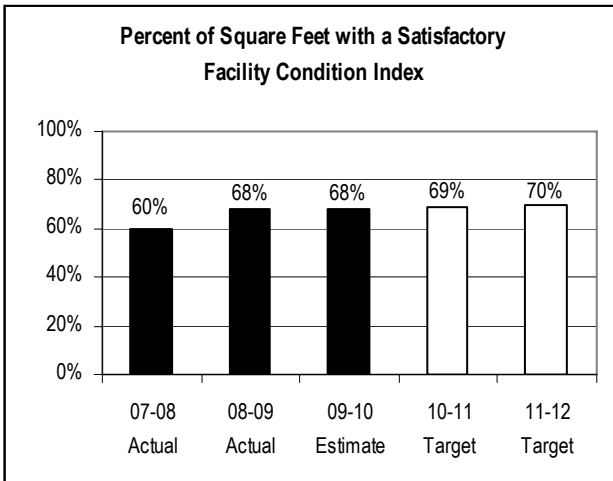
### Program Locator

- County
  - Environmentally Conscious Community
    - Department of Public Works
      - Administrative Services
      - Engineering Services
      - ▷ **Facilities Services**
      - Road Construction and Operations
      - Construction Services
      - Vehicle and Equipment Services
      - Waste Management
      - Transportation Services
      - Utilities
      - Airports

### Program Outcome Statement

County Facilities Maintenance of the Facilities Services Program preserves the County's capital assets and infrastructure by operating and maintaining all facilities, with the exception of health and hospital facilities, in a cost effective and professional manner to ensure the public and employees have safe, comfortable and clean work sites. The Health and Hospital Facilities Maintenance Section maintains and operates all Health and Hospital facility systems in an effective and economical manner to ensure a comfortable and safe environment for patients, visitors and staff. Buildings Services Section provides efficient, cost-effective, comprehensive and professional custodial and ancillary services throughout the County's facilities to ensure the environment is clean and safe for County employees. The Project Management Section ensures that the County's Capital Projects are completed in a timely and cost-effective manner, and are designed to be consistent with the County's commitment to environmental preservation, sustainability, and healthy environments.

### Headline Measures



### Services and Accomplishments

Facilities Services primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 through the following activities: keeping County-owned and County-leased buildings and surrounding areas clean and safe, and assuring that systems and equipment are in good repair and functioning properly. Services include structural maintenance and repair, heating, ventilation and air conditioning, plumbing, lighting, custodial, landscaping, signage, utilities, water treatment, emergency power systems, life safety systems, pest control, carpentry, painting and lock work.

The following are major accomplishments in the current year:

- Facilities Maintenance and Operations completed 69% (an improvement from 60% in FY 2007-08) of Facilities Maintenance and Operations preventative maintenance tasks on time
- Health and Hospital completed 100% of mandatory hospital plant systems preventative maintenance measures to comply with federal and state regulations
- Facilities Maintenance and Operations utilized recycled-content paint from Environmental Health's recycled paint program, reducing cost per gallon of paint from \$30.00 to \$8.00 and supporting diversion of material from the waste stream
- Health and Hospital completed a targeted Energy Audit for the hospital and Cordilleras facility; cost effective recommendations are scheduled for implementation in the current fiscal year
- Completed system upgrade at the Health and Hospital facilities of the Nurse Call/Code Blue system
- Facilities Maintenance and Operations completed building energy audits at County Office Building 2, East Palo Alto Government Center and Human Services Agency at 2500 Middlefield Road with Federal Stimulus Funds to identify cost effective energy reduction projects



- Facilities Maintenance and Operations engineering team fabricated and installed an out of production part for the Youth Services Center campus boiler, saving over \$34,000
- Developed and implemented a monthly competency training for health and hospital engineering staff
- Installed a trash compactor at Burlingame Long Term Care Center to mitigate infection control issues and reduce garbage disposal costs, and installed low flush toilets at the Burlingame Long Term Care Center to reduce water usage, resulting in a 60% decrease in water expenditures
- The Capital Projects Team successfully completed the High Speed CT Scan, the remodel of the Ron Robinson Senior Care Center (Phase I) and relocation of EKG/EEG/RT projects and received beneficial occupancy
- The Capital Projects Team Received Solar funding to install a 300 kilowatt solar panel project on the County Government Center parking garage
- The Capital Projects Team received Federal Stimulus grant funding for Energy Projects within the County of San Mateo
- The Capital Projects Team worked closely with HOK Architectural Firm on the Countywide Facility Master Plan
- Engaged a structural engineering firm to complete seismic and structural evaluation of the old hospital building; several options are being developed to meet Office of Statewide Health Planning and Development compliance for this building

### Story Behind Performance

Facilities Services has utilized the Facilities Condition Index since FY 2007-08 for recommending and justifying funding for future capital projects. The combination of improvement projects, long-range planning for new buildings, and regular maintenance and retrofits that are being implemented as recommended in the Index, should continue to improve the assessed condition of the buildings. The Burlingame Long Term Care facility and the Cordilleras Mental Health Center were given a "poor" rating as part of the Facility Condition Assessment. This rating means that the facilities will likely be cost prohibitive to maintain at an acceptable state of repair, and replacement of the facilities must be evaluated. The Facilities Condition Index will be used in the future to monitor the condition of County-owned buildings and track whether progress is being made to improve their rating.

Facilities Services continues to evaluate and implement cost saving measures to keep cost per square foot below the Building Owners and Managers Association (BOMA) standard, and energy savings projects have remained a high priority for both the cost savings benefit as well as the reduction of CO<sub>2</sub> levels. During FY 2009-10 Facilities Services continued its partnership with the Association of Bay Area Governments and Pacific Gas and Electric (PG&E) to complete energy retrofitting projects at the County Government Center parking structure, Maguire Correctional Facility, and other County facilities. The cost of the work was partially rebated through available energy incentive programs.

To help support practices and policies on conservation and environmental responsibility, Building Services implemented a pilot program of using cleaning products manufactured by Green Earth, a company that manufactures Green Seal certified products. Beginning with the new Youth Services Center, the pilot program was successful and use of this product line continues to be expanded to other facilities within the County.

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

- To anticipate and deal with fluctuations of energy consumption and costs
- To adjust and manage changes in services when the Courts take over four facilities within the next two years
- To maintain County facilities and infrastructure with declining revenues
- To select a site for a new County Jail and begin planning for the construction of the facility
- To keep appraised of new building materials, methods and techniques that support the County's goals for environmentally friendly facilities and projects
- To develop a master plan to address the replacement of the Burlingame Long Term Care facility and the Cordilleras Mental Health Center

### Program Objectives

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

#### Increase the Percent of Preventative Maintenance Completed Within Prescribed Timeframes by 2011

- Complete a new design to modify existing systems to eliminate requirements for regular supervision of high-pressure boilers at the Medical Center by 2011
- Compile information about the location and operation of equipment specific to certain facilities and develop a quick reference guide by 2011

#### Maintain Facility Costs per Square Foot at 20% Below Building Owner's Management Association (BOMA) Average

- Continue to work with PG&E to explore ways to save energy and reduce energy costs ongoing
- Standardize paper products used within County facilities that are supplied by Building Services, to reduce cost and environmental impact factors by 2011
- Identify a resource to provide meaningful cost comparisons for the maintenance of Health and Hospital facilities on a cost per square foot basis by 2011
- Develop a new capital projects process to improve project scope definition and cost estimate information by 2010
- Complete the Hospital lighting retrofit project by 2011

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

- Transfer all capital projects data to a new database and establish procedures for updates and cost accounting relationships

- Develop an online Capital Projects form for submitting project requests and resubmitting previous projects not approved, that will simplify the process and improve accountability to customers
- Complete a five year Capital Improvement Program (CIP), that will serve as a planning tool to track all capital projects and their estimated costs; thereby giving policy makers an instrument to schedule future projects and anticipate potential financial challenges

**Performance Measures Summary Table**

| <b>Performance Measures</b>   | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|---|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What/How Much We Do (Effort)</b>   |                              |                              |                                |                              |                              |
| Number of hours spent on preventive maintenance for:  |                              |                              |                                |                              |                              |
| - County facilities maintenance   | 4,309                        | 4,946                        | 9,400                          | 9,000                        | 9,000                        |
| - Health and hospital facilities maintenance  | 1,769                        | 3,100                        | 4,000                          | 3,100                        | 3,500                        |
| Number of square feet maintained:   |                              |                              |                                |                              |                              |
| - County facilities   | 2,570,333                    | 2,501,168                    | 2,595,000                      | 2,313,168                    | 2,313,168                    |
| - Custodial   | 1,918,085                    | 1,871,826                    | 1,871,826                      | 1,871,826                    | 1,871,826                    |
| - Health and hospital facilities  | 689,669                      | 689,669                      | 689,669                        | 689,669                      | 689,669                      |
| Number of work service requests:  |                              |                              |                                |                              |                              |
| - County facilities   | 8,824                        | 6,615                        | 7,800                          | 7,800                        | 7,800                        |
| - Custodial   | 374                          | 665                          | 500                            | 500                          | 500                          |
| - Health and hospital facilities  | 6,558                        | 5,896                        | 6,000                          | 6,000                        | 6,000                        |
| Number of funded facilities / capital projects managed by Public Works project management staff   | 159                          | 195                          | 180                            | 125                          | 125                          |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                              |                              |                                |                              |                              |
| Percent of preventive maintenance completed within prescribed time frames:  |                              |                              |                                |                              |                              |
| - County facilities   | 26%                          | 52%                          | 70%                            | 75%                          | 78%                          |
| - Health and hospital facilities  | 78%                          | 90%                          | 90%                            | 90%                          | 90%                          |
| Percent of funded facilities / capital projects managed by Public Works project management staff completed on time and within budget    | 100%                         | 99%                          | 98%                            | 98%                          | 98%                          |
| Percent below Building Owner's Management Association International (BOMA) average operating cost per square foot for County Facilities | 28%                          | 30%                          | 20%                            | 20%                          | 20%                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                              |                              |                                |                              |                              |
| Percent of customer rating services good or better:   |                              |                              |                                |                              |                              |
| - County Facilities   | 93%                          | ---                          | 90%                            | 90%                          | 90%                          |
| - Custodial   | 98%                          | 98%                          | 90%                            | 90%                          | 90%                          |
| - Health and Hospital Facilities  | 92%                          | ---                          | 90%                            | 90%                          | 90%                          |
| Percent of square feet with a satisfactory Facility Condition Index (FCI)   | 60%                          | 68%                          | 68%                            | 69%                          | 70%                          |

## Facilities Services (4730P) Resource Allocation Summary

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution            | 112.0             | 112.0             | 106.0              | 101.0                  | (5.0)             | 101.0                  |
| Funded FTE                   | 110.2             | 112.0             | 106.0              | 100.8                  | (5.1)             | 100.8                  |
| <b>Total Requirements</b>    | 8,769,140         | 7,708,013         | 10,609,105         | 9,568,899              | (1,040,206)       | 9,588,213              |
| <b>Total Sources</b>         | 8,448,499         | 8,592,166         | 10,206,905         | 9,181,737              | (1,025,168)       | 9,201,051              |
| <b>Net County Cost</b>       | 320,641           | (884,154)         | 402,200            | 387,162                | (15,038)          | 387,162                |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>Non-Mandated Services</b> |                   |                   | 402,200            | 387,162                | (15,038)          | 387,162                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost is \$387,162 or 4%, of which \$387,162 or 100% is discretionary. This discretionary amount includes facilities maintenance for the San Mateo County Fairgrounds, Lathrop House, the Law Library, the Old Courthouse, the County Child Care facility, the ISD Radio facility, and the increase in the debt service for the Youth Services Center.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance and corresponding expenditures and Reserves and an increase in project related revenue in the Capital Projects program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (1,025,168)     | (290,425)      | (8,338)             | (334,000) | 392,405         | 0         |

#### 2. Elimination of Vacant Positions

Three vacant Custodians, one vacant Carpenter and one vacant Senior Utility worker have been eliminated in order to meet Net County Cost targets. These positions have been vacant for the past year; therefore the loss of these positions is not anticipated to impact current performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (407,443)      | 0                   | 0        | (407,443)       | (5)       |

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**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (1,025,168)     | (706,206)      | 0                   | (334,000) | (15,038)        | (5)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; increased revenue and reimbursements due to higher rent charges; and increased appropriations for energy costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 19,314          | 27,902         | (8,588)             | 0        | 0               | 0         |

## Road Construction and Operations (4520P)

### Program Locator

- County
  - Environmentally Conscious Community
    - Department of Public Works
      - Administrative Services
      - Engineering Services
      - Facilities Services
      - ▷ **Road Construction and Operations**
        - Construction Services
        - Vehicle and Equipment Services
        - Waste Management
        - Transportation Services
        - Utilities
        - Airports

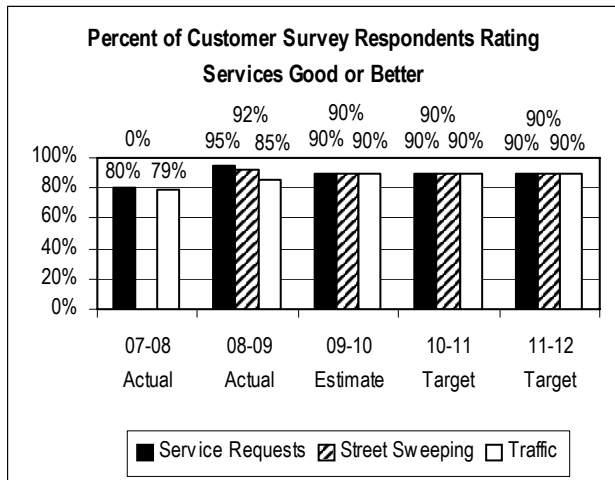
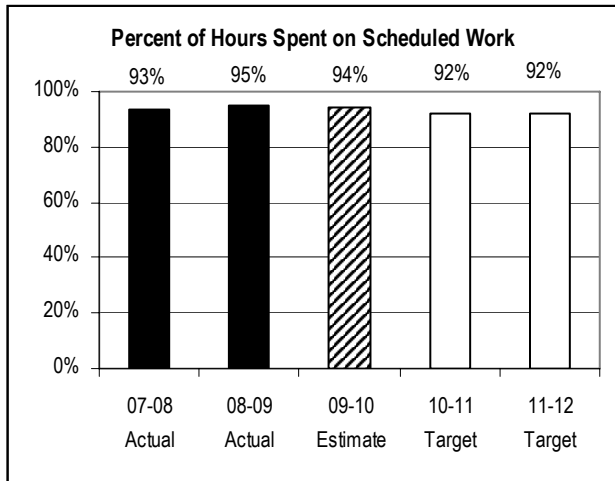
### Program Outcome Statement

The Road Construction and Operations Program ensures that the County maintained road system is preserved for the benefit of the public by constructing, operating, repairing and maintaining roadways in a professional and cost effective manner.

### Services and Accomplishments

The Road Construction and Operations Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 through the following activities: repair, operation and maintenance of County maintained roads and working closely with Engineering Services to plan and prioritize road and road-related construction projects. The Road Operations Section of this Program performs traffic, construction inspection, and development review services.

### Headline Measures



The following are major accomplishments in the current year:

- Replaced a number of damaged culverts in environmentally sensitive areas
- Received fire-fighting training for Equipment Operators in order to assist CalFire in an emergency
- Managed the La Honda-Scenic Drive Slide area to minimize storm water flows within the historical slide area
- Performed County-wide sidewalk repairs to address displaced sidewalks
- Contracted out services to other Departments and other agencies, especially among the landscaping crew to provide a new revenue flow
- Revised Road Operations website to include traffic counts and updated resolutions, and improved access to permitting and traffic safety documents and forms to provide better customer service to the public
- Developed policies and practice manual for Construction Inspectors as part of a long-term training program
- Established a Roads training committee to evaluate training needs
- Developing GIS/Hansen Based inventory of road advisory signs and markers, and replaced ineffective, damaged or substandard signs, and upgrade existing road signs to meet higher retroreflexivity standards set by State and Federal mandates
- Realized significant cost savings by modifying traffic signal maintenance procedures
- Developing GIS mapping of existing County pesticide and herbicide spraying locations, County maintained drainage facilities, and County maintained class 1, 2, and 3 bicycle facilities

### Story Behind Performance

The Road Maintenance Division continues to develop an in-house chip seal program. Utilizing existing workers and equipment, and coordinating with other agencies for additional equipment, training,

and advice, the Program has been able to seal 70 lane miles of deteriorated roads in the County's Coast side areas. The project produced quality results, was cost effective, and well received by residents. Pending available funds, the Chip Seal Program will continue to be a valuable tool in minimizing costs for repair on the county maintained road system.

The receipt of \$14,000,000 in transportation funding including funding from the American Recovery and Reinvestment Act of 2009 (ARRA) has enabled the Road Maintenance Division to partially compensate for lost or deferred State revenues, and will partially offset the costs of fuel and material costs, along with the costs of salaries, benefits and worker's compensation insurance that have continually risen. The funding available for the Program directly impacts the number of hours spent on unscheduled work and the number of road miles by type with a Pavement Condition Index (PCI) greater than the established baseline. Newly improved roads require fewer maintenance hours and are less prone to conditions that require emergency repairs. As improvement projects are completed on older roads, the overall PCI rating increases. The Program surveys one-third of the County's 315-mile road inventory each year. It is expected that PCI's will remain steady if the chip seal project is fully funded and continues as planned. Additionally, funding levels indirectly impact the Program's ability to serve the public proactively; as investments in road infrastructure, and policy changes, combine to reduce the sheer quantity of infrastructure needs and enable us to be more proactive and efficient in managing the maintained road system. The program's ability to be proactive in its maintenance efforts can generally be evidenced by customer feedback that we receive. The satisfaction ratings received this year continue to be excellent, well in excess of the 90% County standard.

The Road Operations Section of the Program provides staffing at the Planning and Building Department to perform engineering review of private development applications, site inspections for storm water control measures, and is also responsible for issuing various types of permits. The Section continues to implement new storm drainage guidelines to develop new processes to streamline plan review. Staff members have been migrating to automated tracking systems in order to better manage encroachments permit requests, customer complaints, requests for service, and centralize data regarding road signage and collision data. The Section has implemented new procedures for maintaining traffic signals that have cut costs, improved service, and improved tracking of costs on every signal location. Working with Building and Planning, the section has adopted new fee policies to cover staff costs.

Customer satisfaction in all areas surveyed continued to exceed the County standard of 90%. The process of surveying customers that directly request Road services was streamlined to coordinate better with the Public Works Department automated maintenance tracking system, and options for expanding both survey distribution methods and mediums are being explored in an effort to get additional customer feedback.

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

- To strike a balance between effective vegetation management and Environmental Protection Agency regulations and property owner concerns
- To obtain regional permits that will cover all of unincorporated San Mateo County for work done in environmentally sensitive areas
- To continue to maintain a high level of service while finding ways to comply with newly proposed Municipal Regional Permit requirements
- To continue to meet demands for additional encroachment violations, traffic calming, speed reduction, parking demands and safety improvements on County maintained roads with potential loss of state and federal revenues
- To meet increasingly stringent regulatory requirements in permitting and inspecting storm water treatment and management facilities
- To develop a master plan for addressing storm drainage in selected Mid-Coast areas

#### **Program Objectives**

The Road Construction and Operations Program will meet performance targets by doing the following:

##### Achieve and Maintain at Least 92% of Hours Spent on Scheduled Maintenance

- Develop agreements and permits with resource agencies and the County Planning Department to reduce delays for maintenance work in sensitive areas by 2011
- Continue to evaluate alternatives to herbicides to eliminate handwork and reduce weed-related damage to roads
- Develop a long-range plan for replacing aging and unreliable vehicles, equipment and tools by 2011
- Continue to work with Engineering staff to assure that walk-through inspections are scheduled after projects are completed to make sure the work meets maintenance requirements
- Develop a long-range work plan for dealing with trees that distort road and sidewalk areas by 2011
- Establish sidewalk maintenance guidelines by 2011

##### Maintain the Pavement Condition Index of the County-Maintained Road System at Current Levels

- Continue to use the Pavement Management System (PMS) to prioritize the repair of substandard roads
- Continue and expand the in-house chip seal program to extend the life of paved surfaces and reduce future maintenance needs

##### Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Explore options for expanding the distribution method of customer satisfaction surveys
- Develop a point system for responding to traffic related requests. Continue to work with adjoining jurisdictions on traffic related issues
- Continue to develop and implement countywide traffic, encroachment, and storm water policies and practices

Use of Technology to Expedite and Improve Services

- Implement new traffic collision system in order to facilitate analysis of traffic control devices
- Continue to develop software applications to improve tracking of section related charges, customer requests, response time, and tracking of encroachments in the right of way
- Begin development of Geographic Information System (GIS) interfaces to track existing assets for storm water facilities countywide



**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of maintained miles <sup>(1)</sup>   | 316                  | 313                  | 315                    | 315                  | 315                  |
| - Primary   | 99                   | 97                   | 98                     | 99                   | 98                   |
| - Secondary   | 216                  | 216                  | 216                    | 216                  | 217                  |
| Number of lane miles  |                      |                      |                        |                      |                      |
| - Sealed  | 29                   | 67                   | 50                     | 50                   | 50                   |
| - Resurfaced  | 4.0                  | 2.8                  | 12                     | 5.0                  | 5.0                  |
| - Reconstructed   | 1.3                  | 0.8                  | 1.1                    | 1.5                  | 1.5                  |
| - Number of requests for service from the public or other agencies for:   |                      |                      |                        |                      |                      |
| - Asphalt and Concrete Pavement   | 63                   | 44                   | 60                     | 75                   | 75                   |
| - Drainage Facilities   | 34                   | 36                   | 30                     | 30                   | 30                   |
| - Vegetation Management   | 110                  | 87                   | 95                     | 95                   | 95                   |
| Number of Encroachment Permits Processed  | ---                  | 361                  | 400                    | 425                  | 425                  |
| Number of service requests for Traffic  | 235                  | 238                  | 200                    | 225                  | 225                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of work hours spent on scheduled work   | 93%                  | 95%                  | 94%                    | 92%                  | 92%                  |
| Percent of productive hours not subject to injury related work modifications                                    | 98%                  | 98%                  | 98%                    | 98%                  | 98%                  |
| Cost per lane mile:   |                      |                      |                        |                      |                      |
| - Sealed  | \$27,538             | \$33,770             | \$20,000               | \$25,000             | \$30,000             |
| - Resurfaced  | \$191,625            | \$151,410            | \$175,000              | \$200,000            | \$175,000            |
| - Reconstructed   | \$604,032            | \$647,690            | \$550,000              | \$650,000            | \$650,000            |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number and percent of customer survey respondents rating services good or better:                               |                      |                      |                        |                      |                      |
| - Service requests  | 27 / 80%             | 51 / 95%             | 55 / 90%               | 60 / 90%             | 60 / 90%             |
| - Street sweeping   | --- / ---            | 232 / 92%            | 200 / 90%              | 200 / 90%            | 200 / 90%            |
| - Traffic   | 20 / 79%             | 8 / 85%              | 15 / 90%               | 35 / 90%             | 2 / 90%              |
| Percent of road miles, by type, with Pavement Condition Index greater than established baseline: <sup>(2)</sup> |                      |                      |                        |                      |                      |
| - Primary   | 84%                  | 86%                  | 87%                    | 87%                  | 86%                  |
| - Secondary   | 83%                  | 87%                  | 86%                    | 85%                  | 85%                  |

(1) Primary Roads are defined as County maintained roads that are major thoroughfares and streets or the only road servicing a particular area. Secondary Roads are defined as all other roads. Pavement Management System Centerline lengths were updated in FY 2009-10 to reflect changes made to Collier Burns Reports when road lengths were re-measured.

(2) The Pavement Condition Index (PCI) is a standard measurement system used statewide to rate the condition of roads. All roads maintained by the County are periodically inspected using defined criteria (cracks, deteriorating pavement, etc.) and assigned a rating. Repeat inspections are regularly conducted to determine if the road condition is becoming worse, staying the same, or improving.

## Road Construction and Operations (4520P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 70.0              | 70.0              | 70.0               | 66.0                   | (4.0)             | 66.0                   |
| Funded FTE                | 70.0              | 70.0              | 70.0               | 66.0                   | (4.0)             | 66.0                   |
| <b>Total Requirements</b> | 27,217,506        | 37,720,262        | 31,740,136         | 33,906,447             | 2,166,311         | 32,680,506             |
| <b>Total Sources</b>      | 29,512,942        | 37,035,478        | 31,740,136         | 33,906,447             | 2,166,311         | 32,680,506             |
| <b>Net County Cost</b>    | (2,295,436)       | 684,784           |                    |                        |                   |                        |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; anticipated increases to the Highway Users Tax based on a new funding model, increase in project cost reimbursement related to the Crystal Springs Bridge Demolition project, elimination of prior year construction expenditures and an increase in reserves based on conservative level of anticipated expenditures as a result of unknown impacts of the State budget specific to the Highway Users Tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,166,311       | (2,929,428)    | 0                   | 551,004  | (4,544,735)     | 0         |

#### 2. Elimination of Vacant Positions

Two vacant Road Maintenance Worker Is and two vacant Road Maintenance Worker IIs have been eliminated. These positions have been vacant for the past year; therefore, the loss of these positions is not anticipated to impact current performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (349,756)      | 0                   | 0        | (349,756)       | (4)       |

### 3. Road Construction Projects

Various road resurfacing and reconstruction projects have been scheduled in order to maintain the condition of the County road network at levels established by the Board of Supervisors. Additionally, the Crystal Springs Bridge Demolition project has been scheduled to begin in the 2010 construction season.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 4,894,491      | 0                   | 0        | 4,894,491       | 0         |

#### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,166,311       | 1,615,307      | 0                   | 551,004  | 0               | (4)       |

### FY 2011–12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of prior year construction expenditures and corresponding revenues and a reduction to reserves based on current funding and spending amounts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (1,288,441)     | (4,320,728)    | 0                   | (900,213) | (3,932,500)     | 0         |

### 5. Road Construction Projects

Various road resurfacing and reconstruction projects have been scheduled in order to maintain the condition of the County road network at levels established by the Board of Supervisors. The Crystal Springs Bridge Demolition project will continue into the construction season of 2011.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 62,500          | 3,995,000      | 0                   | 0        | 3,932,500       | 0         |

#### TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (1,225,941)     | (325,728)      | 0                   | (900,213) | 0               | 0         |

**Public Works Department Road Fund**

| <b>Public Works Department Road Fund</b>                              | <b>FY 2010-11<br/>Recommended</b> | <b>FY 2011-12<br/>Recommended</b> |
|---|-----------------------------------|-----------------------------------|
| <b>MAJOR MAINTENANCE PROJECTS</b>                                     |                                   |                                   |
| ADA Improvements and Sidewalk Repairs                                 | 300,000                           | 300,000                           |
| Countywide-Road Preparation for Projects (pothole repairs)            | 400,000                           | 400,000                           |
| Countywide- Replacing Signs and Posts                                 | 350,000                           | 350,000                           |
| Countywide- Weed Spraying   | 40,000                            | 40,000                            |
| Countywide- Weed Mowing   | 250,000                           | 250,000                           |
| Countywide- Chip Seal   | 550,000                           | 550,000                           |
| Countywide- Culvert Replacement                                       | 130,000                           | 130,000                           |
| Countywide- Cleaning Ditches  | 700,000                           | 700,000                           |
| NPDES- Maintenance Projects (street sweeping, inlets, debris removal) | 700,000                           | 700,000                           |
| Judgements  | 200,000                           | 200,000                           |
| General Maintenance (rocking, trimming, drainage, cleaning)           | 5,811,156                         | 5,953,887                         |
| <b>TOTAL</b>  | <b>9,431,156</b>                  | <b>9,573,887</b>                  |
| <b>GENERAL ENGINEERING / ADMINISTRATION</b>                           |                                   |                                   |
| Grant Applications  | 20,000                            | 20,000                            |
| Pavement Management   | 100,000                           | 100,000                           |
| Judgements  | 10,000                            | 10,000                            |
| Maintenance Road Records  | 400,000                           | 400,000                           |
| Major Construction Project Related Services                           | 3,978,240                         | 4,340,896                         |
| <b>TOTAL</b>  | <b>4,508,240</b>                  | <b>4,870,896</b>                  |
| <b>ROAD OPERATIONS</b>  |                                   |                                   |
| Right of Way Permits and Inspections                                  | 450,000                           | 450,000                           |
| Traffic Safety  | 611,435                           | 629,811                           |
| GIS Updates for Road Related Activities                               | 100,000                           | 100,000                           |
| <b>TOTAL</b>  | <b>1,161,435</b>                  | <b>1,179,811</b>                  |
| <b>MAJOR CONSTRUCTION PROJECTS</b>                                    |                                   |                                   |
| Countywide Roadway Resurfacing (Stimulus II, Jobs for Mainstreet Act) | 300,000                           | 0                                 |
| Countywide Roadway Resurfacing  | 0                                 | 2,500,000                         |
| Rural Cape Seal   | 375,000                           | 375,000                           |

**Public Works Department Road Fund**

| <b>Public Works Department Road Fund</b>                       | <b>FY 2010-11<br/>Recommended</b> | <b>FY 2011-12<br/>Recommended</b> |
|--|-----------------------------------|-----------------------------------|
| South County Cape Seal   | 100,000                           | 100,000                           |
| Mid-coast Urban Cape Seal                                      | 100,000                           | 100,000                           |
| South Bayside (NFO and WMP various reconstruction)             | 1,420,000                         | 0                                 |
| Reconstruct San Mateo Ave. from Hampshire Ave. to Douglas Ave. | 460,000                           | 0                                 |
| South Bayside Montara  | 0                                 | 460,000                           |
| Coastside (Reconstruct Broadway and Princeton Ave.)            | 400,000                           |                                   |
| Coastside El Granada   | 0                                 | 400,000                           |
| Crystal Springs Bridge- Demolition                             | 1,638,941                         | 50,000                            |
| Crystal Springs Bridge- Consultant Fees                        | 100,550                           | 10,000                            |
| <b>TOTAL</b>   | <b>4,894,491</b>                  | <b>3,995,000</b>                  |
| <b>CONTRIBUTIONS / AID to CITIES</b>                           |                                   |                                   |
| Belmont Redevelopment Project                                  | 330,000                           | 380,000                           |
| <b>TOTAL</b>   | <b>330,000</b>                    | <b>380,000</b>                    |
| <b>STATE REIMBURSEMENT</b>                                     |                                   |                                   |
| Crystal Springs Bridge Demolition                              | 1,501,941                         | 62,500                            |
| <b>TOTAL</b>   | <b>1,501,941</b>                  | <b>62,500</b>                     |
| <b>EQUIPMENT</b>   |                                   |                                   |
| Equipment Maintenance  | 3,356,609                         | 2,981,609                         |
| Equipment Purchase   | 0                                 | 375,000                           |
| <b>TOTAL</b>   | <b>3,356,609</b>                  | <b>3,356,609</b>                  |
| <b>RESERVES</b>  | 6,874,795                         | 3,356,609                         |
| <b>TOTAL</b>   | <b>6,874,795</b>                  | <b>3,356,609</b>                  |
| <b>TOTAL REQUIREMENTS</b>                                      | <b>33,906,447</b>                 | <b>32,405,506</b>                 |

**Roadway Improvement Fund**

| <b>Roadway Improvement Fund</b> | <b>FY 2010-11<br/>Recommended</b> | <b>FY 2011-12<br/>Recommended</b> |
|---------------------------------|-----------------------------------|-----------------------------------|
| Major Construction Projects     | 3,349,721                         | 3,287,721                         |
| <b>TOTAL</b>                    | <b>3,349,721</b>                  | <b>3,287,721</b>                  |

## Construction Services (4740P)

### Program Locator

- County
  - Environmentally Conscious Community
    - Department of Public Works
      - Administrative Services
      - Engineering Services
      - Facilities Services
      - Road Construction and Operations
      - ▶ **Construction Services**
        - Vehicle and Equipment Services
        - Waste Management
        - Transportation Services
        - Utilities
        - Airports

### Program Outcome Statement

The Construction Services Section offers professional, efficient and quick-response construction-related services throughout the County of San Mateo, providing cost effective improvements to facilities to ensure accessible, functional, comfortable and safe environments for the public and County employees.

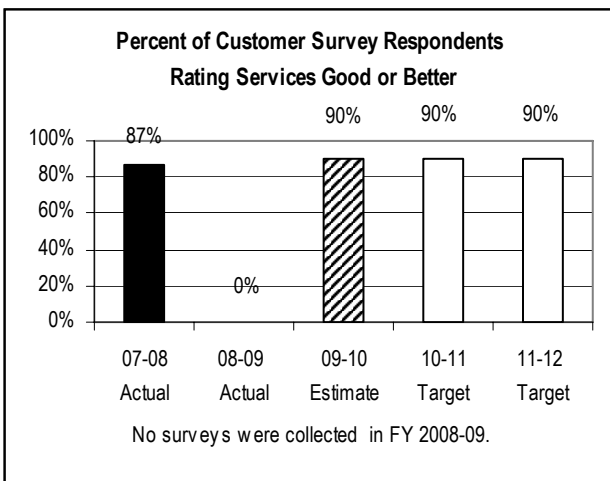
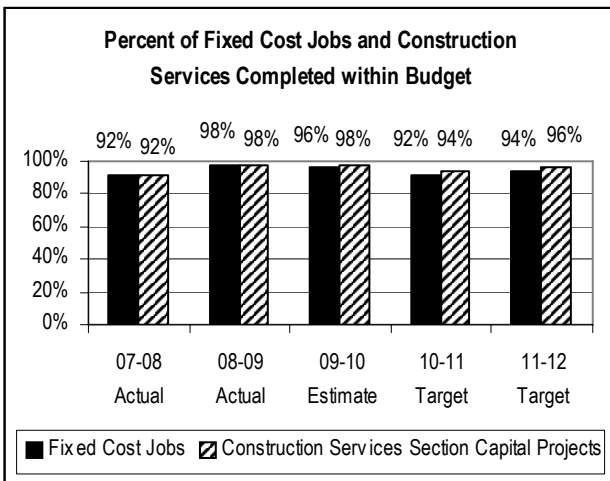
### Services and Accomplishments

The Construction Services Program contributes primarily to the Shared Vision of an Environmentally Conscious Community as well as to a Collaborative Community by 2025 through the following activities: providing construction estimates, installations, repairs, remodels, upgrades, renovations, building maintenance and related services to both County departments and other agencies/entities on a fee for service basis. The Program also provides maintenance to nine lighting districts and graffiti abatement in unincorporated North Fair Oaks as well as the cities of Atherton and Millbrae. These services are funded with County Service Area #8 (a North Fair Oaks Assessment District) revenue and contractual agreements with individual cities.

The following are major accomplishments in the current year:

- Completed 475 requests for services, provided 105 construction cost estimates, worked on 20 capital improvement projects, responded to and repaired over 175 street lighting outages and abated over 90 graffiti sites
- Filled the vacant manager position, downsized field crew through re-assignment of positions, and eliminated supervisor and vacant positions as part of a restructuring budget-cutting effort
- Re-established responsibilities, procedures and objectives for the Section
- Adopted a unified "4/10" crew schedule, resulting in increased productivity and lowered service charge rates
- Reorganized and improved security, access, parking areas, signage, shops, and offices at Construction Services facility
- Restructured estimating, budgeting, dispatching, daily reporting, cost tracking, documentation, LAN system and procedures
- Improved coordination of efforts with Capital Projects, Facilities Maintenance and Job Order Contracting
- Explored development of business opportunities with outside agencies/entities

### Headline Measures



### Story Behind Performance

In FY 2009-10 the Construction Services Section underwent significant reduction in its personnel and changes to its operations. Progress has already been achieved in improvements long overdue to the facilities occupied by CSS and its day-to-day operations, albeit without funding and only through the efforts and labor of its crew during down time (decreased workload); some section-specific needs such as an efficient project management system with real-

time cost tracking and control mechanisms are being developed in-house as part of its cost-saving efforts.

Parallel to these internal changes, the effects of a recessed economy as well as limited budgets and uncertainty in the planning by potential customers within and outside the County, have contributed to a reduced level of service requests. Given the current state of the national economy and State budget, the target for service requests in FY 2009-10 has decreased substantially and expectations are that the number of capital projects assigned will also remain low over the next fiscal year.

Considering the reduction in both personnel and the volume of work requests received, the improvement in productivity achieved by the current staff has been and remains crucial to meeting the targets established; however should significant variances in the workload occur, reallocation of personnel among sections may become necessary.

Customer satisfaction, as evidenced by recent survey data, is exceedingly positive and remains the driving objective of CSS' efforts.

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

- To review the Program's mission and financial structure, as measured against staffing qualifications, budgetary constraints and future expectations
- To strengthen customer confidence and increased satisfaction with the services provided through improved estimating, cost tracking, production monitoring, and improved interaction with customers
- To develop alternative solutions to meet the needs of customers facing diminishing budgets, including continued restructuring of CSS operations within the DPW
- To review the personnel classification system (entry, journey level, senior, lead, etc.) in cooperation with the Human Resources Department and the various Bargaining Units, so it distinguishes individual contributions and addresses an aging staff
- To pursue and offer construction and maintenance services to outside agencies with funding from participating cities and expand the existing Graffiti Abatement Program
- To provide Green Building alternatives and awareness to customers

**Program Objectives**

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

Maintain Rate of 90% of Customers Rating Service Good or Better

- To instill a renewed awareness and commitment to public service
- To cement a higher standard of efficiency in operations and the delivery of services
- To ensure that customers are aware of the services available through CSS, how the Program operates, and what the adopted

County Building Standards are, and fully utilizing the Facilities Customer Service Center

- To provide cost saving construction alternatives to customers
- To introduce new systems for paperless records, files and construction documents
- To monitor the customer responses provided through the new survey process to ensure constant satisfaction
- To utilize new Green Building techniques as they become available and prove economical

Increase Percent of Estimated Jobs Assigned

- Improve the County's Tower Road facilities for more efficient use of existing space in order to increase productivity and improve workflow by 2012
- Expedite the delivery of services by drawing effectively on its familiarity with facilities and processes
- Training and skills development to improve services and reduce costs, including continuing education units to maintain certifications, training in the operation and maintenance of new equipment, improving safety practices, and use of new automation tools
- Explore options to expand street lighting maintenance capabilities to more agencies in 2011
- Partnering with outside agencies in cooperative efforts to minimize costs

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>                               |                      |                      |                        |                      |                      |
| Number of work requests   | 1,863                | 1,810                | 1,000                  | 1,000                | 1,200                |
| Number of capital projects  | 46                   | 68                   | 45                     | 45                   | 50                   |
| Number of jobs estimated  | 243                  | 255                  | 250                    | 200                  | 225                  |
| <b>How Well We Do It (Quality / Efficiency)</b>                   |                      |                      |                        |                      |                      |
| Percent of fixed cost jobs completed within budget                | 92%                  | 98%                  | 96%                    | 94%                  | 94%                  |
| Percent of capital projects completed within budget               | 92%                  | 98%                  | 98%                    | 96%                  | 96%                  |
| Percent of estimated jobs assigned                                | 77%                  | 41%                  | 67%                    | 67%                  | 70%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                   |                      |                      |                        |                      |                      |
| Percent of customers rating service good or better <sup>(1)</sup> | 87%                  | ---                  | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup> No surveys were collected in FY 2008-09

## Construction Services (4740P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 29.0              | 29.0              | 16.0               | 16.0                   |                   | 16.0                   |
| Funded FTE                | 28.9              | 28.8              | 17.0               | 15.8                   | (1.2)             | 15.8                   |
| <b>Total Requirements</b> | 4,316,169         | 4,252,081         | 3,743,176          | 2,496,244              | (1,246,932)       | 2,516,804              |
| <b>Total Sources</b>      | 4,316,169         | 4,252,081         | 3,743,176          | 2,496,244              | (1,246,932)       | 2,516,804              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:



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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contract expenditures; reductions in extra help and overtime and reductions in other expenditure categories; and elimination of reserves to match revenue projections.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (1,246,932)     | (983,605)      | 0                   | (263,327) | 0               | 0         |

**FY 2011–12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time projects and equipment; reductions in contract expenditures; and an increase in interfund revenue to meet the Net County Cost targets.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 20,560          | 20,560         | 0                   | 0        | 0               | 0         |

## Vehicle and Equipment Services (4760P)

### Program Locator

County

- Environmentally Conscious Community
- Department of Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Services
  - Road Construction and Operations
  - Construction Services

▷ **Vehicle and Equipment Services**

- Waste Management
- Transportation Services
- Utilities
- Airports

### Program Outcome Statement

Vehicle and Equipment Services provides procurement, maintenance and repair services in a quality, professional and cost-effective manner to ensure safe and reliable vehicles and equipment for County agencies while striving to meet the needs of the Department.

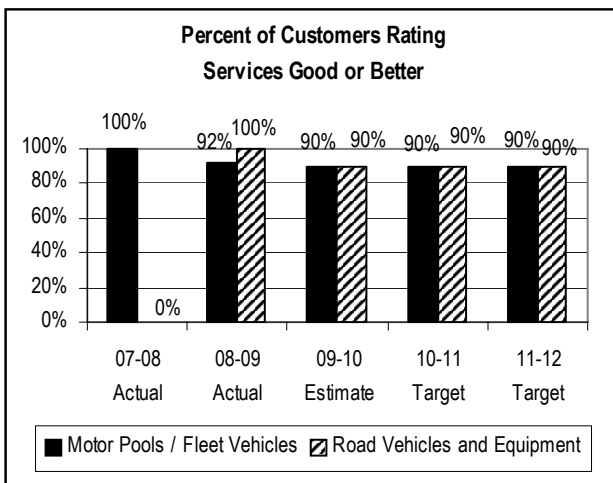
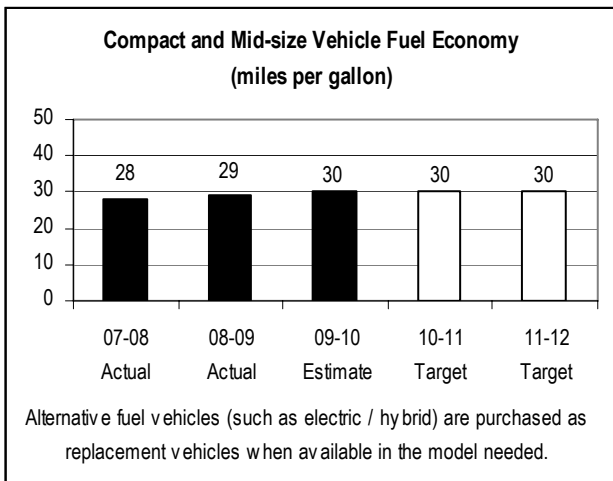
### Services and Accomplishments

The Vehicle and Equipment Services Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 through the following activities: providing fleet and equipment acquisition, replacement, maintenance and repair and fuel services to all County agencies.

The following are major accomplishments in the current year:

- Further expanded the alternative fuel vehicle program to include Plug-In Hybrid vehicles and electric vehicles
- Expanded training opportunities to assure employees have the knowledge and skills to service, maintain and perform diagnostic work on hybrid vehicles, plug-in vehicles capable of 100 mile per gallon fuel efficiency, and electric vehicles
- Developed a plan to address the new laws and regulations governing on and off road Low Emission Vehicles and Equipment
- Developed a plan to share resources with other Cities and Counties

### Headline Measures



### Story Behind Performance

The Vehicle and Equipment Services Program continues to focus on efforts to maintain the average cost per mile at a level comparable to the industry standard. The Program has an aggressive and well-organized preventive maintenance program as well as an effective vehicle replacement program. Both programs are reviewed regularly and adjustments made if necessary. The number of repairs required continues to decrease as older vehicles are replaced, and repairs that are needed, are not as extensive. These efforts, combined with good monitoring and reporting procedures, have helped the Program to keep costs down. Vehicle and Equipment Services has also been proactive in training staff to service and maintain the Ultra Low Emissions Vehicles (ULEV) and Zero Emissions Vehicles (ZEV) that will no longer be covered by manufacturer warranty.

The Vehicle and Equipment Services Program continues to explore options for incorporating alternate fuel vehicles into the fleet. The Program was successful in including mid-size hybrid cars, and hybrid pickup trucks and vans into the FY 2009-10 vehicle acquisition program. The Program to date has purchased 175 Hybrid and Ultra Low Emission Vehicles. The Program also plans to research the viability of acquiring Hydrogen Fuel Cell Vehicles when they become available, and to look at other vehicles and products that will support the County's commitment to be less dependent on fossil fuels and to help reduce CO<sub>2</sub> levels and lower carbon output.

In 2009 Vehicle and Equipment Services developed and implemented a new performance measure to measure total fleet average miles per gallon to meet 2017 guidelines.

Customer satisfaction remains high as Vehicle and Equipment Services continues to be responsive to customer needs. Customer survey ratings are well above 95% of services rated as good or better. Staffing issues and demand for increased services have presented challenges this year, and customer comments show staff have been successful. To more fully utilize employee skills and knowledge, the Program developed both a trainee program that gives current employees an opportunity to transition into mechanic, technician, or pumps and generator mechanic positions. A succession plan has also been implemented that will help prepare employees for anticipated vacancies at the managerial and supervisory levels. These activities will assist the Program in meeting customer satisfaction targets.

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

- To maintain the current cost per mile at a level that is comparable to the nationwide industry standard even though the cost of fuel in California and the cost of living continues to be the highest in the nation
- To keep acquisition and replacement schedules on track for diesel vehicles that meet new emission standards, even though costs are expected to increase between \$20,000 and \$25,000 per unit by 2011
- To obtain funding for the replacement of aging Road equipment in order to meet new California emission reduction and climate control laws
- Possible relocation of the Redwood City Motor Pool based on the potential construction of a new jail
- To study the possibility of relocating the Grant Yard
- To explore sharing resources with other cities or counties

**Program Objectives**

The Vehicle and Equipment Services Program will meet performance targets by doing the following:

Increase the Average Fuel Economy to 30 Miles per Gallon by 2012 for Midsize and Compact Vehicles and to increase the average Miles Per Gallon on the total fleet to 25 MPG by 2016

- Continue to replace older economy size passenger vehicles and trucks with hybrids and alternate fuel vehicles by FY 2016-17 and ongoing
- Incorporate newly available electric plug-in hybrid vehicles and hybrid pickup trucks, vans, and additional mid-size vehicles into the fleet by 2011-12

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide accurate and timely information to customers regarding vehicle replacement reserves by FY 2010-11 and ongoing
- Research and provide staff training necessary to service, maintain, and repair new types and classes of vehicles by 2011 and ongoing

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number completed:   |                      |                      |                        |                      |                      |
| - Preventive maintenances   | 2,087                | 2,177                | 2,100                  | 2,000                | 2,000                |
| - Scheduled repairs   | 1,142                | 1,100                | 1,300                  | 1,350                | 1350                 |
| - Unscheduled repairs   | 82                   | 131                  | 150                    | 175                  | 175                  |
| Number of Low or Zero Emission Vehicles<br>in the total fleet <sup>(1)</sup>            | ---                  | ---                  | 176                    | 200                  | 200                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Compact and mid-size vehicle average fuel<br>economy in miles per gallon <sup>(2)</sup> | 28                   | 29                   | 30                     | 30                   | 30                   |
| Total fleet average fuel economy in miles<br>per gallon <sup>(3)</sup>                  | ---                  | ---                  | 20                     | 21                   | 22                   |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of customers rating services good<br>or better:                                 |                      |                      |                        |                      |                      |
| - Motor pools / fleet vehicles  | 100%                 | 92%                  | 90%                    | 90%                  | 90%                  |
| - Road Vehicles and equipment   | ---                  | 100%                 | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup> The goal is to replace all compact and mid-size vehicles with alternative fuel vehicles by 2020.

<sup>(2)</sup> The goal is to reach 30 miles per gallon by 2012 for midsize and compact vehicles.

<sup>(3)</sup> This is a new measure; the goal is to reach 25 miles per gallon by FY 2016-17.

### **Vehicle and Equipment Services (4760P) Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 25.0              | 25.0              | 25.0               | 25.0                   |                   | 25.0                   |
| <b>Funded FTE</b>         | 25.0              | 25.0              | 25.0               | 25.0                   |                   | 25.0                   |
| <b>Total Requirements</b> | 15,691,453        | 13,155,748        | 11,653,342         | 10,070,335             | (1,583,007)       | 9,684,361              |
| <b>Total Sources</b>      | 13,396,017        | 13,840,532        | 11,653,342         | 10,070,335             | (1,583,007)       | 9,684,361              |
| <b>Net County Cost</b>    | 2,295,436         | (684,784)         |                    |                        |                   |                        |

### **Discretionary Net County Cost**

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects; elimination of one-time equipment and vehicle purchases; reductions in contract expenditures; and reduced reimbursement (Intrafund Transfers) for one-time Road equipment purchases. The revenue associated with the various vehicle purchases has also been reduced.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,583,007)     | (1,968,399)    | 330,980             | 54,412   | 0               | 0         |

### 2. Replacement of Fleet Vehicles

Forty-two assigned vehicles, 2 internal lease vehicles, and 11 patrol vehicles will be purchased according to the vehicle replacement schedule. These vehicles have met their useful life and it is more cost efficient to replace these vehicles at this time. The purchase of these vehicles will help to meet performance measures because many of the vehicles are being replaced with alternate fuel or hybrid vehicles, thereby lowering emissions and reducing fuel costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0               | 1,715,650      | 0                   | (1,715,650) | 0               | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (1,583,007)     | (252,749)      | 330,980             | (1,661,238) | 0               | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time Fund Balance and Reserves; elimination of one-time projects in FY 2010-11 and addition of new equipment purchases in FY 2011-12; elimination of one-time equipment and vehicle purchases; and reductions in contracts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (385,974)       | 20,550         | 0                   | (406,524) | 0               | 0         |

### 4. Purchase of New Road Equipment

Chip seal equipment and two one-half ton dump trucks will be purchased for the Road Maintenance Section. This equipment is needed to continue and expand the program to apply chip seal treatments to rural roads in order to extend their useful life. This will improve performance by maintaining and upgrading rural roadways so that they will not have to be reconstructed as frequently, thereby saving cost and increasing the road miles improved.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 375,000        | (375,000)           | 0        | 0               | 0         |

**5. Replacement of Motor Pool Vehicles and Shop Improvements**

Three pool vehicles and the Belmont Shop overhang will be replaced, while a diagnostic tool called a Star Tester will be purchased. These items are necessary because the pool vehicles have reached their useful life, the Belmont overhang is aging and becoming a safety hazard, and a Star Tester is needed to repair newer vehicle models. These purchases will enable the program to provide timely and up to date service of the County's vehicles and reduce costs associated with breakdowns.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 184,000        | 0                   | (184,000) | 0               | 0         |

**6. Replacement of Assigned, Leased, and Patrol Vehicles**

Fifty-two assigned vehicles, 3 leased vehicles, and 12 patrol vehicles will be replaced. These vehicles are being replaced as they have met their useful life and it is more cost efficient to replace them at this time. The purchase of these vehicles will help to meet performance measures because many of the vehicles are being replaced with alternate fuel or hybrid vehicles, thereby lowering emissions and reducing the fuel costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0               | 1,876,000      | 0                   | (1,876,000) | 0               | 0         |

**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

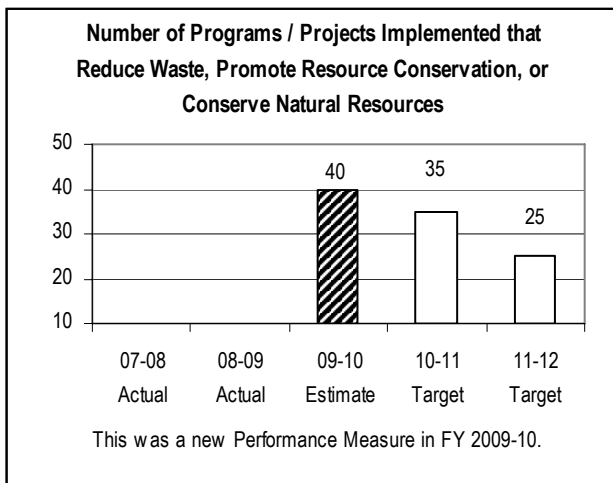
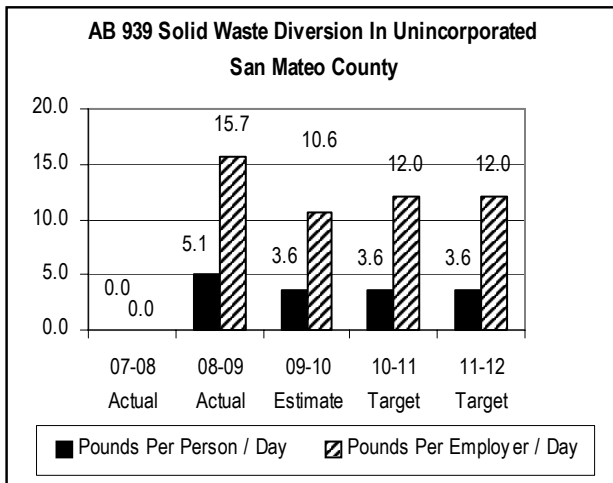
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (385,974)       | 2,455,550      | (375,000)           | (2,466,524) | 0               | 0         |

## Waste Management (4820B)

### Program Locator

- County
  - Environmentally Conscious Community
    - Department of Public Works
      - Administrative Services
      - Engineering Services
      - Facilities Services
      - Road Construction and Operations
      - Construction Services
      - Vehicle and Equipment Services
- ▷ **Waste Management**
  - Transportation Services
  - Utilities
  - Airports

### Headline Measures



### Program Outcome Statement

The Waste Management Program's mission is to maintain and implement environmental sustainability programs by working with, and educating residents, businesses and institutions throughout San Mateo County to achieve environmental stewardship and resource conservation in compliance with local, State and Federal legislation.

### Services and Accomplishments

The Waste Management Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 by providing countywide solid waste planning, reporting and monitoring, implementing diversion and recycling activities where individuals, businesses, schools, and other agencies can learn about ways to help conserve natural resources, and reduce carbon emissions. This is accomplished by continuing to educate and provide tools and resources to the public about various waste reduction, recycling, and resource conservation activities in communities throughout the County, by regularly providing programs so that the youth will learn how they can participate in activities to save resources, and by working with County departments, cities, and other agencies on joint efforts to promote sustainability and environmental stewardship.

The following are major accomplishments in the current year:

- Established an AB939 fee to replace the funds received from the expiring Agreement with the owner/operator of the Ox Mountain Landfill
- Collaborated with the South Bayside Waste Management Authority (SBWMA) and stakeholders to implement a Franchise Agreement in the unincorporated areas of the County between Burlingame and North Fair Oaks in the SBWMA service areas
- Visited by 604,733 people on the website, assisted over 2,900 callers to the hotline, and staffed over 42 events in the County promoting the 4R's (Reduce, Reuse, Recycle, Rot)
- Collaborated with other organizations to produce a "Gold" award-winning garden at the San Francisco Flower and Garden Show held at the San Mateo County Expo Center for the Master Composter program
- Graduated 30 Master Composter volunteers, who have provided outreach to over 13,500 people at events, fairs and tours
- Increased recycling programs in businesses, schools, county facilities, SFO (airport) and multi-family dwellings in the County
- Expanded the Green Business Program into four new cities (San Bruno, Half Moon Bay, Portola Valley, Belmont), and certified 48 new Green Businesses
- Completed the 2009/10 San Mateo County Energy Watch grant program, and reduced countywide energy use by 2.1-megawatt hours, and reduced countywide carbon emissions by 605 tons
- Provided funding for five new community gardens on school sites, and the first RAFT (Resource Area For Teaching) reuse
- Provided funding for five new community gardens on school sites, and the first RAFT (Resource Area For Teaching) reuse

center in San Mateo County through the RecycleWorks Grant Program

### Story Behind Performance

Under AB 939 (the Integrated Waste Management Act) and SB 1016 (the Solid Waste per Capita Disposal Measurement Act), each jurisdiction must meet a per capita disposal reduction target for population and employment. These legislative mandates require significant reduction targets of waste materials going to landfills. This activity remains the core focus of the programs operated by the Waste Management Program. The programs undertaken by this budget unit are designed to divert the amount of waste going to landfills through programs that emphasize source reduction (reducing the materials that become waste), reusing materials instead of disposing of them, recycling materials that can be re-engineered into other products, and encouraging composting, thereby reducing greenhouse gases that are generated from organics decomposing at landfills. The Waste Program has been funded from the Solid Waste Fund. The Fund's primary source of revenue was generated through an agreement with the owner of the Ox Mountain Landfill, which stipulated that the County receive a pass through fee on each ton of solid waste disposed of at the Landfill. The contract expired on December 31, 2009, and as of January 1, 2010, an AB939 fee replaced the previous surcharge. This new fee structure requires that all programs funded by the new fee align with the criteria established in the County's "Countywide Integrated Waste Management Plan."

The County has demonstrated significant success in its efforts to reduce waste. The target goals and actual reductions established by SB1016 are published by the California Integrated Waste Management Board bi-annually. The target population number under the new reporting requirements for unincorporated San Mateo County was 5.1-pounds/per person/per day diversion rate; the actuals for 2008 were calculated at 3.6 pounds/per person/per day and therefore in compliance with the law. Targets were also established for employment. The success of Waste Management is related to its ability to stay connected with community organizations and to take advantage of opportunities that present themselves. The Program has a strong countywide outreach program that consists of a website, a toll free hotline, and various publications; the Schools Program; the Backyard Composting Program; the County Facilities Program; the Green Building Program; the Green Business Program; and the Energy Watch Program implemented in partnership with the Pacific Gas and Electric Company (PG&E) and C/CAG. All of these programs have been designed to achieve the goals in the Countywide Integrated Waste Management Plan, AB939, SB1016 and AB32, complementing programs operated by the cities in the County. Together, these programs work to increase the diversion rate for Unincorporated San Mateo County, as well as aiding the cities to comply with the requirements of the Global Warming Solution Act (AB 32) by reducing carbon emissions. The Program continues to identify and collaborate on projects that engage the public in resource conservation issues. Projects conducted in 2009 included collaborating with C/CAG on completing

greenhouse gas inventories for cities in the County, expanding the green business program to four other cities, and providing tours, trainings, technical assistance and workshops through San Mateo County on various Resource Conservation topics. The program increased diversion at the Pescadero Transfer Station with all of the new recycling programs implemented in 2009. Waste Management also works with the Facilities Division to monitor and survey energy usage, water usage, and solid waste generated at all County owned and leased facilities.

The program receives California Department of Conservation grant funds to implement a rural recycling program in La Honda, and to provide recycling containers in county parks, unincorporated schools, and county facilities. In addition, funding was received from C/CAG to complete the 2009/2010 San Mateo County Energy Watch grant program.

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

- To seek additional sources of revenue to fund non-AB 939 eligible projects and programs
- To evaluate the feasibility of applying an AB 939 fee to specific materials in addition to solid waste disposed
- To work cooperatively with the cities and SBWMA to determine whether additional funding sources and fee generation points should be established to support solid waste diversion and recycling programs
- To coordinate with the SBWMA and customers in the recently franchised area to implement the change in garbage and recycling collection services, to be provided by the new contract and new franchised collection service provider (Recology)
- To expand waste diversion efforts in the unincorporated areas of San Mateo County as well as countywide
- To seek a reliable source of revenue to fund the unincorporated San Mateo County landfills maintenance and monitoring obligations to California Integrated Waste Management Board and Regional Water Quality Control Board

### Program Objectives

The Waste Management Program will meet performance targets by doing the following:

#### Meet the AB 939 / SB 1016 Targets for Waste Diversion

- Coordinate and provide technical assistance and outreach for recycling, waste reduction, composting, green business, and green building to unincorporated areas of San Mateo County and countywide to businesses, residents, underserved populations and schools by FY 2010-11 and ongoing
- Provide training, and workshops to enable others to teach or advocate resource conservation in the county FY 2010-11 and ongoing
- Collaborate with the SBWMA to launch the new curbside garbage/recycling programs in the unincorporated areas of the SBWMA service area for FY 2010-11 and ongoing



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Maintain the Number of Programs / Projects Implemented in FY 2010-11 that Reduce Waste, Promote Resource Conservation, or Conserve Natural Resources

- Expand collaborative opportunities to increase awareness of waste reduction, reuse, recycling, composting, green building, green business, resource conservation and sustainability by FY 2010-11 and ongoing
- Seek input from the community, cities, and stakeholders on existing and new programs, the AB 939 fee structure and services that would help accomplish the Mission of the Program during FY 2010-11 and ongoing
- Continue to partner with the C/CAG on the Energy Watch Program to reduce energy use and CO<sub>2</sub> emissions in the County by FY 2010-11 and ongoing

## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of visits to the County's RecycleWorks.org website  | 518,887              | 522,022              | 500,000                | 510,000              | 515,000              |
| Number of programs / projects implemented in the unincorporated areas that reduce waste, promote resource conservation, or conserve natural resources (data development) <sup>(1)</sup> <sup>(2)</sup> | ---                  | ---                  | 40                     | 35                   | 25                   |
| Number of businesses that meet established criteria and are certified as a "Green Business" <sup>(2)</sup>   | ---                  | ---                  | 4                      | 10                   | 15                   |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Number and percent of RecycleWorks hotline customers served well   | --- / 100%           | --- / 98%            | 45 / 90%               | 45 / 95%             | 45 / 95%             |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| AB 939 solid waste diversion in unincorporated San Mateo County:   |                      |                      |                        |                      |                      |
| - Per Person / Per day   | ---                  | 5.1                  | 3.6                    | 3.6                  | 3.6                  |
| - Per Employer / Per Day   | ---                  | 15.7                 | 10.6                   | 12.0                 | 12.0                 |

(1) Some of the programs / projects include green building, green business, mini grant awards, internships, composting, education, seminars, recycling events, deconstruction, and county facilities recycling.

(2) This was a new measure in FY 2009-10.

(3) New reporting requirements under SB 1016 have eliminated the previously used database to calculate diversion as percentages. The new measurement is based on a per capita, pounds / per person / per day disposal reduction target. For FY 2010-11 the Population Target is 3.6 pounds / per person / per day, and the Employer Target is 12 pounds / per employer / per day.

## Waste Management (4820B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 8.0               | 9.0               | 9.0                | 9.0                    |                   | 9.0                    |
| Funded FTE                | 7.8               | 8.8               | 8.8                | 8.8                    | (0.0)             | 8.8                    |
| <b>Total Requirements</b> | 12,290,478        | 11,590,078        | 9,817,675          | 9,024,946              | (792,729)         | 8,769,938              |
| <b>Total Sources</b>      | 12,290,478        | 11,590,078        | 9,817,675          | 9,024,946              | (792,729)         | 8,769,938              |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost is \$0.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contract expenditures; additions to reserves for future anticipated expenditures related to mitigations necessary for various landfill closures. The large decrease in revenues and expenditures is due to two factors: the funding for the portion of the program that is administered by Environmental Services is allocated directly to that budget unit and is no longer shown in the Waste Management budget unit and there is currently no franchise agreement for the Ox Mountain Landfill. The AB939 revenues the County receives from the landfill operator can only be used for services and programs as set forth by state law. The Board adopted the AB 939 fee on December 1, 2009 and the new fee took effect January 1, 2010.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (792,729)       | (1,150,988)    | 0                   | 358,259  | 0               | 0         |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time projects and equipment; and reductions in contract expenditures. Reserves have been increased to address potential future requirements for services by the State.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (255,008)       | (613,009)      | 0                   | 358,001  | 0               | 0         |

## Transportation Services (4830P)

### Program Locator

- County
  - Environmentally Conscious Community
    - Department of Public Works
      - Administrative Services
      - Engineering Services
      - Facilities Services
      - Road Construction and Operations
      - Construction Services
      - Vehicle and Equipment Services
      - Waste Management
      - ▷ **Transportation Services**
        - Utilities
        - Airports

### Program Outcome Statement

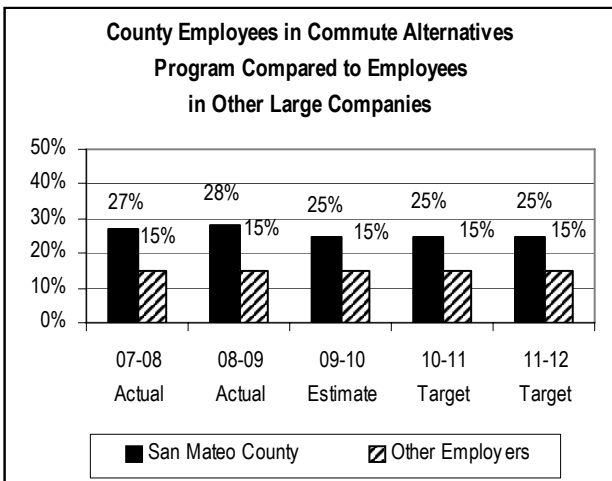
The Transportation Services Program improves the movement of people and goods in San Mateo County and improves the environment by implementing with cities and transportation agencies, programs, transportation services and capital projects that have regional significance, to preserve a high quality of life in the County.

### Services and Accomplishments

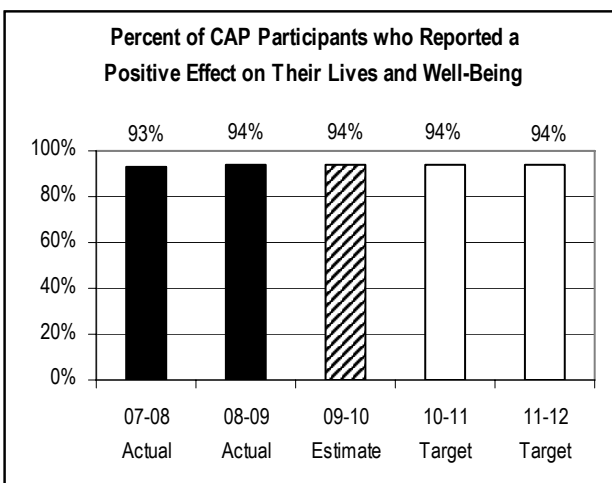
The Transportation Services Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 by planning and coordinating improvements to local transportation programs. The Program also designs and implements programs that assist County employees commuting to and from work using methods that conserve energy and improve air quality.

### Headline Measures

The following are major accomplishments in the current year:



- Made a positive effect on the lives and well-being of over 94% of the Commute Alternatives Program (CAP) participants based on survey responses
- Developed the San Mateo County Smart Corridor project and moved the project into final design phase
- Ensured timely delivery of all American Recovery and Reinvestment Act (ARRA) funded transportation projects throughout the county
- Implemented an interactive website where CAP participants can register, order and pay for transit tickets, and request various subsidies online
- Implemented the Translink Card program for CAP members. Translink allows for a more convenient way for employees to take multiple modes of public transportation in order to reach their final destination. Translink is now being accepted by the growing majority of transit agencies throughout the Bay Area and is eventually expected to be used by all transit agencies in the near future
- Scheduled Bike Safety Workshops for the summer of 2010



### Story Behind Performance

The CAP has had consistent increases in participation over the last three years after experiencing declines of one to nine percent in the prior three years. The cost of fuel has made driving alone less attractive. The number of new participants continues to exceed the number of participants leaving the Program.

The program is on target to meet this year's goal, even though past trends have been for the numbers to decline in the third quarter due to bad weather conditions. Future year increases in the numbers will likely be more modest as projected increases in the cost of transit tickets are implemented and the County's subsidy remains static. The interactive website for the Commute Alternatives Program (CAP) continues to be very popular with its clients. Clients can now pay for their tickets online. This new payment system is safe, secure

and easily allows for any changes an employee might like to make to their recurring transit order.

The Transportation Services Program also provides staff support to the City / County Association of Governments (C / CAG), and receives 100% reimbursement from C / CAG for all expenditures. Five Public Works staff members are assigned to work for C / CAG. This comprises the majority of C / CAG staff. Additional staff support is provided by the Cities of Brisbane and San Carlos, and outside contracts. The C /CAG Executive Director and the Administrative Assistant are the only staff members employed directly by C/CAG. Some of the functions provided by Public Works staff for C / CAG include being a liaison with the Metropolitan Transportation Commission, the California Department of Transportation and the California Transportation Commission, and implementing the countywide Transportation Plan that includes policy guidelines to address congestion issues over the next 20 years. C / CAG has also retained a lobbyist in Sacramento to help cities and the County monitor and influence legislation.

The Half-Cent Transportation Fund is the main source of revenue for the Transportation Services Program. It is primarily used to pay for the CAP. The Fund Balance was fully depleted at the end of FY 2006-07. The elimination of other programs previously paid for by this Fund enabled the fund to be stabilized (i.e. subsidies to the Human Services Agency, Health Department, Probation Department, and the County's lobbyist). The Road Fund (proceeds from the excise tax on fuel) has also been steadily declining. The need for road improvements however, is increasing. It is unlikely that this Fund will be used to support roadway projects until the economy has made a significant comeback and the proceeds from the sales tax increase at a greater rate.

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

- To manage the Half-Cent Transportation Fund so that the Fund Balance can be restored and funding can be made available to support CAP and other transportation projects in the Unincorporated Areas
- To maintain the high participation level of the program while the transit subsidy remains stagnant and transit agencies continue to increase the cost of taking public transit
- To utilize lobbying in Sacramento to secure transportation funding and ensure that San Mateo County local jurisdictions receive appropriate shares of funding
- To complete the final design of the San Mateo County Smart Corridor project, and to secure all necessary funding for it construction phase in a timely manner
- To coordinate with other transportation agencies to implement a well-managed countywide shuttle program
- To advocate at the State and Regional levels, for resources to support critical transportation needs in San Mateo County, especially during the current fiscal crisis when transportation funding has been targeted for deferrals and diversion to other programs

**Program Objectives**

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

Maintain Parity Between the County and Other Employers for Participation Rates in CAP

- Maintain the current high participation rate and continue customer surveys to identify improvements that will retain customers and attract new participants
- Continue ongoing marketing efforts, including those that focus on benefits to the environment and to personal finances
- Explore enhancements for the interactive website where individuals can find out about commute options, by adding new functions that have been requested by participants by 2011

Maintain a Customer Satisfaction Rating of 90% for the Commute Alternatives Program

- Develop new policies and requirements for the bike, walk, and carpool programs in response to input received through customer surveys, in order to increase participation rates by 2011
- Monitor and enhance the new system to allow participants to pay for transit tickets through the Internet and avoid having to mail in check payments

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Average monthly number of County employees served in the Commute Alternatives Program:  | 1,558                | 1,636                | 1,300                  | 1,300                | 1,300                |
| - Vanpool   | 16                   | 13                   | 9                      | 10                   | 10                   |
| - Transit tickets   | 1,155                | 1,224                | 1,000                  | 940                  | 940                  |
| - Carpool   | 330                  | 341                  | 325                    | 300                  | 300                  |
| - Bike / walk   | 57                   | 57                   | 50                     | 50                   | 50                   |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Commute Alternatives Program cost per participant per quarter   | \$196                | \$225                | \$200                  | \$200                | \$200                |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number of new Commute Alternatives Program participants   | 158                  | 118                  | 50                     | 50                   | 50                   |
| Percent of survey respondents (participants) who reported that the Commute Alternatives Program had a positive effect on their lives and well-being | 93%                  | 94%                  | 94%                    | 94%                  | 94%                  |
| Percent participation of County employees in Commute Alternatives Program as compared to percent employee participation in large companies:         |                      |                      |                        |                      |                      |
| - San Mateo County (SMC)  | 27%                  | 28%                  | 25%                    | 25%                  | 25%                  |
| - Other large employers in SMC  | 15%                  | 15%                  | 15%                    | 15%                  | 15%                  |

## Transportation Services (4830P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 8.0               | 8.0               | 8.0                | 6.0                    | (2.0)             | 6.0                    |
| Funded FTE                | 6.7               | 8.0               | 8.0                | 6.0                    | (2.0)             | 6.0                    |
| <b>Total Requirements</b> | 2,263,748         | 3,098,791         | 3,421,950          | 3,094,888              | (327,062)         | 3,113,921              |
| <b>Total Sources</b>      | 2,263,748         | 3,098,792         | 3,421,950          | 3,094,888              | (327,062)         | 3,113,921              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost is \$0.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and anticipated reductions in sales tax revenue.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (85,664)        | (85,664)       | 0                   | 0        | 0               | 0         |

### 2. Elimination of Vacant Positions

One vacant Transportation Systems Coordinator position assigned to the City/County Association of Governments (C/CAG) and one vacant Office Specialist position have been eliminated. Both positions have been vacant for over a year; therefore, no impact on performance is anticipated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (241,398)       | (241,398)      | 0                   | 0        | 0               | (2)       |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (327,062)       | (327,062)      | 0                   | 0        | 0               | (2)       |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; anticipated increase in sales tax revenue and reimbursements from City / County Association of Governments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 19,033          | 19,033         | 0                   | 0        | 0               | 0         |

## Utilities (4840B)

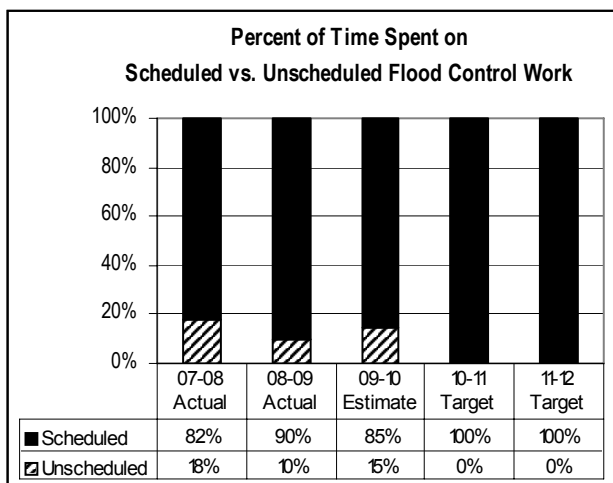
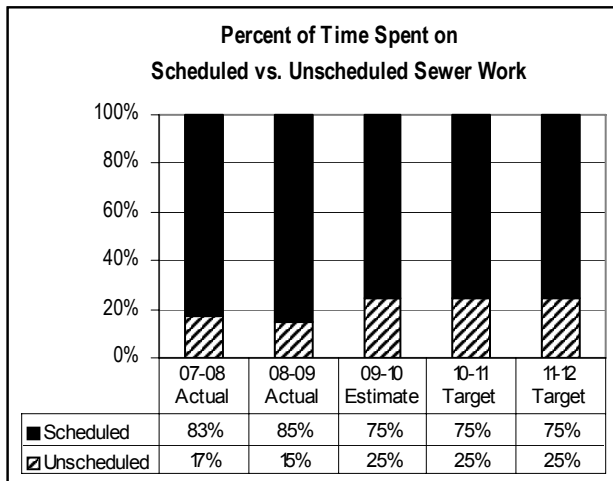
### Program Locator

County

- Environmentally Conscious Community
- Department of Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Services
  - Road Construction and Operations
  - Construction Services
  - Vehicle and Equipment Services
  - Waste Management
  - Transportation Services

- ▷ **Utilities**
- Airports

### Headline Measures



### Program Outcome Statement

The goals of the Utilities Program are to:

- Reduce the risk of injury and property damage in a major flood event by planning, designing, constructing and maintaining flood control facilities within established flood control zones
- Ensure public health by maintaining facilities to transport sewage emanating from properties located within ten sewer / sanitation districts to sewage treatment plants for processing and disposal
- Improve nighttime visibility and safety for the general public by maintaining streetlights in eleven lighting districts
- Provide customers with an adequate supply of safe drinking water by operating and maintaining small water systems in La Honda and Pescadero
- Assist staff in the Department to comply with requirements of federal, state and local regulatory agencies, obtain required regulatory permits for Department projects, and to implement natural resource conservation practices

### Services and Accomplishments

The Utilities Program primarily contributes to the Shared Vision of a Healthy Community by 2025 by offering a variety of services including sewer service, streetlights, water service, flood protection, drainage facilities and services to protect the water quality of many county watersheds.

The Program manages the flood control facilities of the flood control zones to ensure they are functional and free of obstructions, by coordinating and managing required maintenance, working to implement the design and construction of new flood control facilities, identifying opportunities to secure outside funding to help finance construction of flood control projects, providing customer assistance regarding district facilities and projects, and participating in public meetings to provide information about district activities. The Program supports healthy and safe communities by managing the facilities such that residents and businesses are provided with protection of life and property from flood conditions.

The Program manages ten sewer districts within County unincorporated areas and portions of cities within the County. District customers are provided with reliable sanitary sewer systems, responsible emergency assistance, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. The Program is also responsible for: evaluating and recommending rate structures to effectively finance the maintenance of the sewer districts, treatment of sewage, district capital improvement projects, and financing the district's proportionate share of downstream agencies' capital improvement projects; setting and interpreting sewer policies; providing plan reviews for sewer projects within the districts; maintaining and updating standard drawings; and working to facilitate the annexation of properties into districts.



The Program manages eleven street lighting districts within the County. The Program relies on the Construction Services Program, to provide field maintenance for the streetlights. The districts provide street lighting to a variety of areas including suburban and rural settings, as well as varied climates such as ocean, mountainous, North County, and bayside areas. The Program faces a variety of issues because the areas served by the districts vary widely. These issues include: varied light styles; differing concentrations of lights; participation in underground districts; installation of additional lights; required maintenance due to climatic issues; protecting facilities from vandalism; and responding to the public when lights are reported out. The lighting districts are managed such that residents and businesses within lighting districts are provided with enhanced safety in their community through efficient and responsive customer service.

The Program manages four County Service Areas (CSAs); two CSAs provide residents and businesses in two small communities with adequate and reliable supplies of high quality water. Providing this service includes ensuring that required water quality testing is performed, regular maintenance occurs, meter reading and billing is completed in accordance with a specific schedule, and customer service is provided in a timely and courteous manner. One of the remaining CSAs provides financing for street lighting to a community in the same manner as provided in the lighting districts, and the other CSA provides fire protection and garbage and recycling collection services.

The Program manages eight drainage maintenance districts within various areas of the County to provide communities with reliable storm drain systems through efficient maintenance, repair and responsive customer service. The Program utilizes the Road Construction and Operations Division to provide service as required to these district facilities.

The Program manages watershed protection activities for the Department. Some of the roles include: participating in the environmental permitting process for Department projects; performing field inspections during construction to assure permit compliance; coordinating with the Planning Department and other agencies on permitting issues; determining the impacts of new environmental regulations; coordinating with other departments to comply with the County's Municipal Regional Stormwater National Pollution Discharge Elimination System (NPDES) permit (MRP); working to procure grant funding for watershed protection projects; and developing road maintenance standards that are environmentally sensitive. The County is unique in that it has varied terrain and is bordered by the ocean and bay. The Program strives to protect and enhance the qualities of the environment for current and future generations.

The following are major accomplishments in the current year:

- Completed all eleven elements of the Sewer System Management Plan (SSMP) in accordance with the time line set by the State Water Board Statewide General Waste Discharge Requirements and obtained approval of the SSMP from Board of Supervisors

- Developed, recommended, and presented sewer service rates for two districts through a public process to our customers and the Board of Supervisors
- Participated in regular meetings with property owner representatives from the Burlingame Hills Sewer Maintenance District and Crystal Springs County Sanitation District to work collaboratively to determine future sewer service rates for the districts that will be acceptable to our customers and sufficient to fund anticipated future costs
- Commenced construction of a sewer rehabilitation project to replace approximately 2,800 linear feet of deteriorated pipes, and completed repair of various problematic sections of sewer mains
- Worked collaboratively with other agencies to implement Phase I of the San Francisco Garter Snake Recovery Plan for the Cupid Row Canal in the San Bruno Flood Control Zone, which included channel widening and maintenance

### Story Behind Performance

**Flood Control**—Flood Control activities are financed through the flood control zones of the San Mateo County Flood Control District, which were established for some bayside watersheds in the county prior to the passage of Proposition 13.

The maintenance responsibilities of the Colma Creek Flood Control Zone continue to increase as channel construction, which provides 50-year flood protection, is completed and the infrastructure ages. The District has had unscheduled channel repair work performed in an older section of channel where movement of the channel walls was detected. The District is working to develop and construct a permanent repair or replacement project for this section of channel. The District has continued to work with the permitting agencies to develop acceptable methods for maintaining the channel while meeting District maintenance standards and permitting agency requirements such that routine maintenance work can be scheduled. The San Francisquito Creek Zone (Zone) is continuing to finance a portion of the San Francisquito Creek Joint Powers Authority (SFCJPA), which is working with the Army Corps of Engineers to study a project to improve flood protection for the cities of Menlo Park, East Palo Alto, and Palo Alto. The SFCJPA is also working to develop feasible alternatives for channel improvements between the San Francisco Bay and Highway 101, as well as, evaluating the section of the Creek from Highway 101 to El Camino Real. The Zone's participation includes attending SFCJPA meetings and providing input and review of the issues. The Zone continues to allocate local match funds for the Feasibility Phase of the Army Corps of Engineers sponsored project. The Zone also allocated money during the FY 2009-10 to the design and environmental work associated with the Creek from the Bay to Highway 101.

The San Bruno Creek Flood Control Zone continues to maintain a portion of San Bruno Creek which channels water through San Francisco International Airport property. The San Bruno Creek Flood Control Zone's maintenance activities are complicated by the presence of the San Francisco garter snake and the California red

legged frog that have inhabited the flood control channel and environs, necessitating state and federal permits to maintain the channel. The San Bruno Creek Flood Control Zone worked with the San Francisco International Airport and regulatory agencies during the current and previous fiscal years to develop and implement the San Francisco Garter Snake Recovery Plan for the San Francisco International Airport's property west of Bayshore. The plan provides for a multi-year permit, which specifies allowable channel maintenance, construction work, and habitat monitoring requirements in an effort to balance flood protection and enhancement of habitat.

Colma Creek and San Bruno Creek are monitored on a quarterly basis to assist in identifying maintenance, repair, and nuisance issues that must be addressed through scheduled maintenance work. The inspections of Colma Creek are performed with staff from the City of South San Francisco such that code enforcement issues can be identified and addressed by the City.

**Lighting**—Lighting performance measure target for responding to streetlight repairs within ten working days was reduced from 95% to 93% for FY 2008-09 due to equipment failure but is expected to be at or above 95% for the current fiscal year. The districts continue the use of an automated maintenance management system to schedule and track streetlight repairs. Lighting continues to receive and respond to property owner requests for additional streetlights in compliance with district policies and governing codes. In an effort to contribute to the environmentally conscious outcome of the Shared Vision 2025, the districts will explore new technology to reduce carbon emissions and energy use.

**Sewer**—The number of sewer connections in the districts will continue to slowly and steadily increase as properties are subdivided and vacant properties are developed. The districts allocated significant resources to determine the required funding and corresponding sewer service rates for FY 2007-08 through FY 2011-12 to support regulatory requirements, operations and maintenance costs, treatment, and system improvements. This effort resulted in setting rates for five years in eight of the ten districts. The Burlingame Hills Sewer Maintenance District and the Crystal Springs County Sanitation District have both had majority protests based on Proposition 218, which prevented rate increases for past fiscal years. The requirements of Proposition 218 and the small size of most districts have increased the complexity of raising rates for sewer service. In addition, the San Francisco Baykeeper filed a complaint against the Burlingame Hills Sewer Maintenance District, which resulted in a Consent Decree requiring the district to pay settlement charges and perform various studies, work, and reporting in the next five years. The San Francisco Bay Regional Water Quality Control Board also issued a Cease and Desist Order to the Crystal Springs County Sanitation District, Town of Hillsborough, and City of San Mateo requiring payment of fines and implementation of identified capital improvement projects. Many agencies within the County are facing major sewer capital improvements, including expensive capital projects at the wastewater treatment plants, as infrastructure continues to age. Districts will be required to pay a portion of the improvements, which must be supported by the sewer

rates. The districts continue to implement maintenance programs, modify preventative maintenance strategies, utilize data management systems, and educate customers regarding the appropriate use of sewer systems to work toward reducing the number of sanitary sewer overflows and to comply with State requirements and the Clean Water Act. The districts are required to electronically report all sanitary sewer overflows, regardless of size, to the State Water Resources Control Board, which require considerable field and office staff time. Through the use of these tools and strategies utilized by the districts, more time will be spent on scheduled preventative maintenance work and necessary repairs, in an effort to reduce the number of sewer system overflows. Customer service targets continue to be met with greater than 90% of customers rating services good or better.

**Water**—Minor system upgrades in CSA 7 (La Honda) that will improve the integrity of the water distribution system and be financially feasible continue to be identified, but are difficult to fund due to the small customer base. The estimated cost to replace the 70-year-old water system exceeds \$1,500,000. Monitoring activities will continue on the existing well in CSA 11 (Pescadero), and rate increases will be developed to set appropriate water rates to adequately support the system. It continues to produce good quality water as well as meet the required water quality monitoring and annual reporting of test results to customers.

**Watershed Protection**—Watershed Protection continues to group numerous work sites into defined projects in an effort to reduce the paperwork, time, and resources required to obtain permits, predominantly for Road Fund projects. However, the permit requirements and regulatory agency review times continue to increase, which significantly lengthens the time required to obtain permits. The Program regularly completes the monitoring and follow-up work for two closed County landfills and is assisting with development and implementation of final closure plans for one of the landfills. The Program also participates in regular association / agency meetings such as: the National Pollution Discharge Elimination System, FishNet 4C, the Fitzgerald Marine Reserve Critical Coastal Area, and Areas of Special Biological Significance. The County's focus on watershed issues and the Program's involvement continue to expand as new requirements and concerns arise; however, there is no specific funding source for this work; therefore, ensuring adequate participation has become a major challenge.

The Municipal Regional Storm water Permit (MRP) adopted by the San Francisco Bay Regional Water Quality Control Board on October 14, 2009 supersedes the NPDES Permit No. CAS0029921 issued to the San Mateo Countywide Water Pollution Prevention Program (Countywide Program) on July 21, 1999. San Mateo County and the San Mateo County Flood Control District (District) have been named as co-permittees of the new MRP, which regulates the discharge of storm water runoff from storm drains and watercourses within the jurisdiction of the County and District. To comply with the requirements of the MRP, Watershed Protection works with the Countywide Program and other County Departments to develop and implement appropriate Best Management Practices

(BMPs), source control and storm water treatment measures, and trash capture methods and cleanup activities for Department and District projects and facilities. The County faces the challenge of meeting the increased storm water quality requirements contained in the MRP, while securing or allocating adequate funding to meet the requirements. Many of the MRP requirements are unfunded mandates that the County must comply with.

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

- To establish sanitary sewer service rates for the Burlingame Hills Sewer Maintenance District and the Crystal Springs County Sanitation District for the future fiscal year that are acceptable to customers and sufficient to fund the increasing cost of sewage treatment, maintenance on aging infrastructure, capital improvements (within the districts and the proportionate share of downstream agency projects), compliance with Baykeeper Consent Decree and State Cease and Desist Order, and other necessary costs
- To increase the education and awareness of sewer customers regarding the appropriate use of sewer systems so they can do their part to help prevent sewer system overflows (i.e. no grease down the sink and only flushing appropriate waste materials)
- To decrease sewer system overflows based on appropriate preventative maintenance activities and associated schedules, repairs, and capital improvements
- To set water rates which are sufficient to fund required expenditures
- To continue implementation of the Sewer System Management Plans required by the Regional and State Water Board for all districts, while keeping within a budget that can be supported by sewer service rates
- To manage limited staff resources in order to provide dedicated staff time to maintain and update the various automated data management systems to provide current information, while also addressing unanticipated daily issues raised by customers, and inquiries that require immediate response
- To continue channel work in the San Bruno Creek Flood Control Zone based on the approved recovery plan and the limited funding available
- To obtain the necessary permits and complete the design and construction of the repair of the Colma Creek walls upstream of the Spruce Avenue
- To obtain approval from all the permitting agencies for a long-term maintenance plan for Colma Creek and permits that may be required for repair / rehabilitation type projects
- To obtain timely approval from permitting agencies for routine road maintenance projects, even though permit applications continue to increase in complexity, permit approval time lines have lengthened, and permit requirements have increased
- To identify and secure funding for Watershed Protection activities that cannot be funded through existing sources
- To work collaboratively with the San Mateo Countywide Stormwater Pollution Prevention Program and other municipalities and County departments to identify and comply

with the new trash reduction and water quality monitoring requirements of the MRP

**Program Objectives**

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

Spend 75% of Time on Scheduled Sewer Work

- Complete implementation and revise, as needed, the Sanitary System Management Plan for the sewer districts in conformance with the schedule provided by the State - ongoing
- Implement a financially feasible and appropriate program for inspecting one sixth of the sewer districts' infrastructure to obtain condition information and provide a method to proactively correct system deficiencies - ongoing
- Prioritize the purchase and replacement of equipment based on the anticipated and dedicated revenue and ongoing
- Continue and improve regular communication between office and field staff and within each group - ongoing
- Update district maps to reflect field conditions, improvement projects, and correct identified inaccuracies – ongoing
- Continue to dedicate time to review and modify, as needed, the preventative maintenance strategies for the sewer systems to assure that the prescribed activities remain the most appropriate – ongoing
- Monitor preventative maintenance activities for the sewer systems, and determine whether the schedules are realistic, treatment is appropriate, and if system repairs are required - ongoing
- Monitor preventative maintenance activities for all remaining programs in terms of scheduled time versus actual completion – ongoing
- Provide regular training for staff in collection system operations, maintenance, and monitoring - ongoing
- Review and modify, when needed, district standards and testing methods to assure they are appropriate and meet current standards – ongoing

Achieve a 100% Rate of Scheduled Work for Flood Control

- Continue implementation of work associated with the recovery plan approved for the San Bruno Creek Flood Control Zone channel area – ongoing
- Continue working with the permitting agencies to obtain a long-term maintenance plan permit for the improved channel sections in Colma Creek by 2011
- Continue performing regular inspections of San Bruno Creek and Colma Creek in accordance with the maintenance plans – ongoing
- Continue to perform maintenance as required and in compliance with the maintenance plans for San Bruno Creek and Colma Creek
- Continue performing regular maintenance of the Colma Creek habitat creation and enhancement project

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of Properties Served by County Sewer Districts                             | 11,429               | 11,429               | 11,429                 | 11,429               | 11,429               |
| Number of streetlights maintained   | 2,128                | 2,158                | 2,166                  | 2,166                | 2,166                |
| Miles of flood control channel maintained   | 8                    | 7                    | 8                      | 8                    | 8                    |
| <b>How Well We Do It (Quality / Efficiency)</b>                                   |                      |                      |                        |                      |                      |
| Percent of streetlights repaired within ten working days                          | 95%                  | 93%                  | 95%                    | 95%                  | 95%                  |
| Percent of time spent on scheduled vs. unscheduled work:                          |                      |                      |                        |                      |                      |
| - Scheduled sewer work  | 83%                  | 85%                  | 75%                    | 75%                  | 75%                  |
| - Unscheduled sewer work  | 17%                  | 15%                  | 25%                    | 25%                  | 25%                  |
| - Scheduled flood control work  | 82%                  | 90%                  | 85%                    | 100%                 | 100%                 |
| - Unscheduled flood control work <sup>(1)</sup>                                   | 18%                  | 10%                  | 15%                    | 0%                   | 0%                   |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                                   |                      |                      |                        |                      |                      |
| Number of reportable sewer overflows:   |                      |                      |                        |                      |                      |
| - 1,000 gallons or more   | 5                    | 1                    | 1                      | 5                    | 5                    |
| - Between 100 and 999 gallons   | 20                   | 14                   | 20                     | 19                   | 18                   |
| - Between 1 and 99 gallons  | 31                   | 28                   | 20                     | 19                   | 18                   |
| Number and percent of customers rating services good or better for Sewer services | 36 / 100%            | 50 / 100%            | 35 / 100%              | 35 / 100%            | 35 / 100%            |

<sup>(1)</sup> Unscheduled flood control work is defined as either work that requires a permit must be done immediately because lives or property are in eminent danger or an unanticipated situation that does not require a permit but does require significant funding reallocations in order to do the work needed.

## Utilities (4840B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 16.0              | 16.0              | 16.0               | 16.0                   |                   | 16.0                   |
| Funded FTE                | 16.0              | 16.0              | 16.0               | 15.8                   | (0.2)             | 15.8                   |
| <b>Total Requirements</b> | 50,085,184        | 52,997,781        | 56,008,085         | 57,427,611             | 1,419,526         | 45,486,165             |
| <b>Total Sources</b>      | 50,205,885        | 53,118,491        | 56,128,791         | 57,547,611             | 1,418,820         | 45,606,165             |
| <b>Net County Cost</b>    | (120,701)         | (120,710)         | (120,706)          | (120,000)              | 706               | (120,000)              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Non-Mandated Services     |                   |                   | (120,706)          | (120,000)              | 706               | (120,000)              |

### Discretionary Net County Cost

This program is fully funded by charges to users. Negative Net County Cost of \$120,000 in this unit is a result of excess Cable Television franchise agreement revenues over program expenditures and Fund Balance which offsets Net County Cost in other Agency programs.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in operating revenue: increase in districts' operating costs; decrease in interest earned on projected fund balances due to declining interest rates; increase in available Fund Balance available; elimination of one-time capital improvement project costs and contribution to other agencies; and increase in Reserves for future projects.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 889,996         | (6,552,889)    | (3,787)             | 7,447,378 | 706             | 0         |

#### 2. Colma Creek Flood Control Project

Existing flood control channel walls in a specific section of the previously constructed channel are demonstrating signs of failure. The specific section of channel must be replaced to continue to provide adequate flood protection. Replacing the identified section of channel walls will reduce the amount of time spent on unscheduled maintenance (emergency response).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0               | 4,000,000      | 0                   | (4,000,000) | 0               | 0         |

### 3. Daly City Storm Drain Improvements

The City of Daly City is contemplating storm drainage improvements that will reduce flooding in the City as it relates to the Colma Creek watershed. The Colma Creek Flood Control Zone includes areas of Daly City that are within the watershed. Zone revenue will be used to support drainage improvements in the City of Daly City that are specifically linked to Colma Creek Flood Control Zone. Drainage improvements will reduce the flooding experienced by City residents that are located within the Colma Creek Flood Control Zone.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0               | 1,500,000      | 0                   | (1,500,000) | 0               | 0         |

### 4. San Francisquito Creek Flood Control Zone 2 Project

The San Mateo County Flood Control District is a member of the San Francisquito Creek (SFC) Joint Powers Authority and has committed to financing half of the local share of a study by the Army Corps of Engineers to evaluate options for solving flooding issues in the SFC watershed (the County's share is \$1.5 million) and a contribution of up to \$400,000 for the planning and design of a project called the Initial Capital Project on San Francisquito Creek between East Bayshore Road and the San Francisco Bay. The progress of the Army Corps of Engineers study continues to be dependent on Federal appropriations. It appears that there may be money allocated for the Federal FY 2010-11 to continue the study. The study will help identify potential solutions to reduce flooding within the SFC watershed, and the Initial Capital Project will implement previously identified improvements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0               | 1,417,735      | 0                   | (1,417,735) | 0               | 0         |

### 5. Colma Highway Lighting District Project

The overhead utilities (electrical, cable, telephone, and streetlight) are being placed underground in a specific section of El Camino Real in the Colma Highway Lighting District. The City of Daly City, Town of Colma, and County of San Mateo created an underground utility district along El Camino Real to assist in beautifying the El Camino Corridor. The project will involve replacing existing aging infrastructure with new infrastructure (underground wires and street light poles), which should reduce the necessary street light repairs after the project is completed. This appropriation represents the County's share of the joint project.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 100,000        | 0                   | (100,000) | 0               | 0         |

### 6. Fair Oaks Sewer Replacement and Capital Improvement Project

Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies (cracks, offset pipes, etc.), or excessive maintenance. Replacing the identified pipes will help reduce sewer overflows and reduce the amount of staff time spent on unscheduled maintenance so more time can be spent on scheduled maintenance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0               | 1,375,000      | 0                   | (1,375,000) | 0               | 0         |

### 7. Crystal Springs Sanitary District Capital Improvement Project

Existing sewer lines to be replaced with new sewer lines. Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies (cracks, offset pipes, etc.), or excessive maintenance. Replacing the identified pipes will help reduce sewer overflows and reduce the amount of staff time spent on unscheduled maintenance. The project is also necessary to comply with the conditions of the Cease and Desist Order issued to the District by the California Regional Water Quality Control Board.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 500,000        | 0                   | (500,000) | 0               | 0         |

**8. Devonshire County Sanitation District Capital Improvement Project**

Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies (cracks, offset pipes, etc.), or excessive maintenance. Replacing the identified pipes will help reduce sewer overflows and reduce the amount of staff time spent on unscheduled maintenance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 130,000        | 0                   | (130,000) | 0               | 0         |

**9. Emerald Lake Heights Sewer Capital Improvement Project**

Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies (cracks, offset pipes, etc.), or excessive maintenance. Replacing the identified pipes will help reduce sewer overflows and reduce the amount of staff time spent on unscheduled maintenance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 100,000        | 0                   | (100,000) | 0               | 0         |

**10. Sewer District Operations Fixed Asset Equipment Replacement**

A number of existing sewer equipment items are old, close to the end of their useful life, and no longer functional. It is necessary to replace these with the latest technology, such as rodding and hydro-flush trucks, combination hydro-flush/vacuum truck, CCTV camera and van, flow meters, etc. Replacing this equipment will help manage the sanitary sewer systems more efficiently during scheduled maintenance and allow the County to meet current standards and regulatory requirements by reducing sewer overflows.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 528,824         | 528,824        | 0                   | 0        | 0               | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 1,418,820       | 3,098,670      | (3,787)             | (1,675,357) | 706             | 0         |

**FY 2011–12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time projects and equipment; reductions in districts' operating costs; and offsetting adjustments in Fund Balance and Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (12,616,790)    | (10,187,878)   | 0                   | (2,428,912) | 0               | 0         |

**12. Sewer District Operations Fixed Asset Equipment Replacement**

A number of existing sewer equipment items are old, close to the end of their useful life, and no longer functional. It is necessary to replace these with the latest technology, including rodding and hydro-flush trucks, combination hydro-flush/vacuum truck, CCTV camera and van, flow

meters, etc. Replacing this equipment will help manage the sanitary sewer systems more efficiently during scheduled maintenance and allow the County to meet current standards and regulatory requirements by reducing sewer overflows.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 675,344         | 675,344        | 0                   | 0        | 0               | 0         |

**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (11,941,446)    | (9,512,534)    | 0                   | (2,428,912) | 0               | 0         |



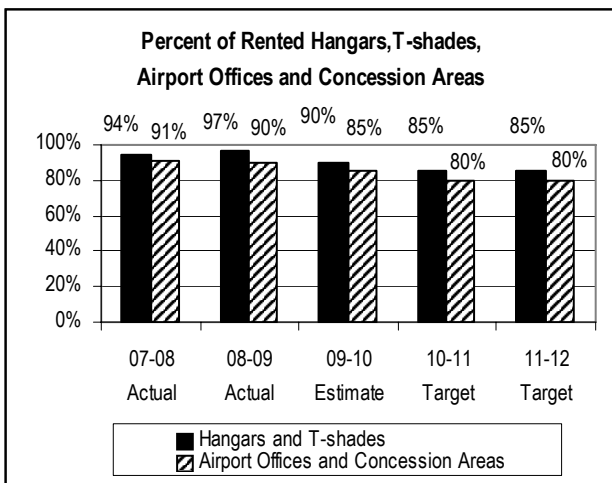
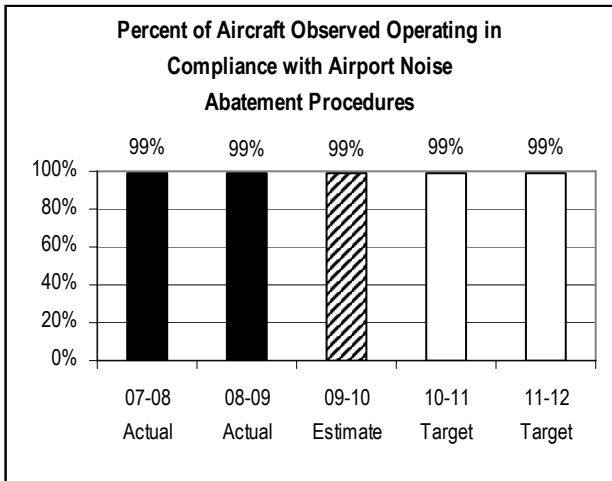
## Airports (4850P)

### Program Locator

County

- Environmentally Conscious Community
- Department of Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Services
  - Road Construction and Operations
  - Construction Services
  - Vehicle and Equipment Services
  - Waste Management
  - Transportation Services
  - Utilities
- ▶ **Airports**

### Headline Measures



### Program Outcome Statement

The Airports Program operates and maintains the San Carlos and Half Moon Bay Airports in order to provide airport users, tenants, pilots, visitors, outside agencies, employees and the community with the highest level of airport services and benefits in a safe, responsive, economical and cooperative manner.

### Services and Accomplishments

Airports primarily contribute to the Shared Vision of a Collaborative Community by 2025 by operating the San Carlos and Half Moon Bay Airports in collaborative partnership with the Federal Aviation Administration (FAA) and the State of California Division of Aeronautics. Airport staff are responsible for maintaining over 500 acres of airport facilities, infrastructure and equipment; managing over 600 lease agreements and business contracts; ensuring compliance with FAA, State and local regulations and safety practices; implementing and monitoring security procedures; and administering the airports noise abatement program.

The following are major accomplishments in the current year:

- Completed the assignment of aircraft to the 44 new aircraft storage hangars and 29 new T-shade spaces at the San Carlos Airport
- Completed the construction of three FAA grant-funded improvement projects at the San Carlos Airport totaling \$1,215,000 including the installation of new security fencing and automated vehicle gates; reconstruction of the primary airport access road; and the reconstruction of the taxiways, drainage systems and utility corridor for the aircraft hangar areas on the east side of the Airport
- Completed the construction of a \$1,598,000 FAA grant-funded improvement project at the Half Moon Bay Airport that included the rehabilitation of aircraft taxiways and the construction of a south access road, transient aircraft parking, security fencing, lighting and access gate improvements at the Half Moon Bay Airport
- Began the preparation of a Runway Safety Area Study at the San Carlos Airport funded through a \$150,000 FAA planning grant
- Began the preparation of an Environmental Assessment for future taxiway and drainage improvements at the Half Moon Bay Airport funded through a \$287,000 FAA planning grant
- Began the design of safety and infrastructure improvements at the San Carlos Airport funded through a \$333,000 FAA airport improvement grant for the future reconstruction and upgrade of the airport's east pump station, lowering of overhead utility lines and the reconfiguration of the north aircraft parking area
- Revised and updated the Airport Layout Plan for San Carlos Airport and submitted to the FAA for their approval to ensure the highest level of eligibility for FAA and California Department of Transportation grants

- Worked with the City of Redwood City to construct improvements to the levee adjacent the San Carlos Airport to meet new FEMA levee height requirements
- Enhanced the safety of flight operations at both San Carlos and Half Moon Bay Airports with the installation of upgrades to the automated 24-hour airport weather reporting systems

### Story Behind Performance

The Airports Program continues to be responsive to the concerns of residents surrounding the Airports related to aircraft noise impacts and continues to enhance the Airport Noise Abatement Programs. Pilot compliance with voluntary noise abatement procedures remains high at 99%. The Program installed updated noise abatement signs at the runway entrances and continues to work with the Air Traffic Controllers and flight schools at San Carlos Airport to develop procedures that further increase pilot awareness and compliance with the noise abatement procedures. The Program continued a number of energy saving measures including the retrofitting of incandescent lighting fixtures with compact florescent lamps and the installation of timers, motion sensors and translucent panels for lighting in County maintained facilities. The Program continues to provide quality maintenance services for airport facilities and implement customer requested improvements including performing door and structural repairs to aircraft storage hangars, roofing repairs, drainage improvements and the remarking of airport taxiways and surfaces. These continued improvements and initiatives are expected to sustain a 90% customer satisfaction rating.

The Program completed the construction of three FAA grant-funded projects at the San Carlos Airport totaling \$1,215,000, and another \$1,598,000 FAA grant-funded project at the Half Moon Bay Airport for the construction safety, security and infrastructure improvements. The program also initiated three additional FAA grant-funded projects totaling \$770,000 for the preparation of environmental documents and the study, design and construction of future safety, security and maintenance improvement projects at both the San Carlos and Half Moon Bay Airports.

The Federal Aviation Administration (FAA) and State Department of Transportation (DOT) airport improvement grants are funded through aviation user fees and are available to fund up to 95% of the costs for eligible safety, security and maintenance projects. Grant recipients must agree to operate their airports in compliance with federal standards and grant assurances. The Program also completed the update of the airport layout plan for San Carlos Airport and submitted airport capital improvement plans to the FAA and State to ensure the highest level of grant eligibility.

The Airports continue to maintain financial self-sufficiency by developing leases, business agreements and fee structures that reflect fair-market value as required by the FAA, including an agreement with the contractor for the Devil's Slide Tunnels and Bridge project for the staging of equipment and materials at the Half Moon Bay Airport. The number of aircraft operations at the Airports continues to decline, consistent with the overall decline in the

general aviation industry as a result of the weak economy and significant increases in the costs of aviation fuel and services. Local pilots also continue to relocate to homes outside of the Bay Area.

The Program continues to implement the revised aircraft storage and hangar waiting list policies adopted by the Board of Supervisors and audit aircraft storage hangar accounts to ensure compliance with the updated policies. These efforts and the construction of the new hangars and T-shades have been successful in substantially shortening the wait for aircraft storage hangars.

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

- To maintain occupancy levels as more pilots move their homes to other areas outside of the Bay Area or sell their aircraft because of the decline in the economy and significant increases in fuel costs and operating costs
- To continue to update outdated airport business leases and agreements and ensure that fee structures reflect fair-market value as required by the FAA to ensure continued eligibility for Federal and State grants

### Program Objectives

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

#### Maintain a 99% Noise Abatement Compliance Rate

- Continue educational efforts and aircraft noise abatement monitoring at both Airports by FY 2010-11 and ongoing
- Publish periodic noise abatement reminders in the airport newsletter mailed to all airport tenants by FY 2010-11 and ongoing
- Meet with neighborhood groups and individuals surrounding the Airports regarding aircraft noise impacts and the Airports' noise abatement efforts by FY 2010-11 and ongoing
- Ensure the Airport flight schools' continued high level of cooperation and compliance with the noise abatement program by meeting with their chief pilots and flight instructors by FY 2010-11 and ongoing
- Update the Airports' website with the latest noise abatement information and procedures by FY 2010-11
- Continue to meet regularly with the San Carlos Airport Air Traffic Control Tower Manager to review noise abatement issues and develop procedures to address potential concerns by FY 2010-11 and ongoing
- Distribute noise abatement posters and handouts to pilots and flight schools by FY 2010-11 and ongoing
- Train new employees on aircraft monitoring standards and the Airports' noise abatement program policies and procedures by FY 2010-11 and ongoing

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

- Continue to provide high-level maintenance services for Airport facilities and hangars by FY 2010-11 and ongoing

- 
- Continue to implement the new hangar, tie down, T-shade and waiting list policies to ensure the shortest possible wait for these structures by FY 2010-11 and ongoing

Prevent Further Reductions in Occupancy Rate

- Aggressively utilize the FAA and State Division of Aeronautics grant programs to fund the design and construction of important airport safety, security, maintenance and improvement projects at both Airports by FY 2010-11 and ongoing
- Continue to provide high quality customer service and facilities maintenance by FY 2010-11 and ongoing
- Continue to respond to the needs identified by airport occupants for new and improved facilities, by including these items as a priority in planning for future capital improvement

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Total number of aircraft operations at San Carlos Airport   | 147,115              | 116,861              | 95,000                 | 90,000               | 90,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of hangars, T-shades, offices and concession areas rented at SQL and HAF:   |                      |                      |                        |                      |                      |
| - Hangars and T-shades <sup>(1)</sup>   | 94%                  | 97%                  | 90%                    | 85%                  | 85%                  |
| - Airport offices and concession areas  | 91%                  | 90%                  | 85%                    | 80%                  | 80%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number and percent of customer survey respondents rating services good or better  | 31 / 97%             | 39 / 100%            | 30 / 99%               | 30 / 90%             | 30 / 90%             |
| Percent of aircraft observed operating in compliance with airport noise abatement procedures in relation to total number of aircraft observed | 99%                  | 99%                  | 99%                    | 99%                  | 99%                  |

<sup>(1)</sup> In FY 2008-09, 44 new hangars and 29 new T-shades were constructed and available to rent at the San Carlos Airport.

## Airports (4850P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 9.0               | 9.0               | 9.0                | 9.0                    |                   | 9.0                    |
| Funded FTE                | 8.9               | 9.0               | 9.0                | 9.0                    |                   | 9.0                    |
| <b>Total Requirements</b> | 9,440,471         | 5,551,212         | 7,590,547          | 5,429,648              | (2,160,899)       | 3,986,054              |
| <b>Total Sources</b>      | 9,440,471         | 5,551,212         | 7,590,547          | 5,429,648              | (2,160,899)       | 3,986,054              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in reserves for future capital projects; reduction in payments to other

sections of the Department (Intrafund Transfers) for work already completed at the airports; and elimination of one-time projects and equipment.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,941,852)     | (3,062,084)    | 19,500              | 100,732  | 0               | 0         |

## **2. Construction of Capital Projects at San Carlos and Half Moon Bay Airports**

The proposed projects at both the San Carlos and Half Moon Bay Airports are necessary for ongoing infrastructure rehabilitation and improvements. These projects are not eligible for Federal Airport Administration or State Department of Transportation Airport Improvement Program grant funds. Restroom / ADA improvements, roof repairs, landscaping improvements, parking lot rehabilitation, painting and building repairs, and fuel tank replacements will be done at both airports. The proposed improvements will enhance accessibility and eliminate water leaks for tenants and will replace the aging aircraft fuel delivery systems. These projects will directly respond to concerns raised by tenants and will ensure that the facilities are well maintained and up to date. Performance will be improved because tenants, potential new tenants, and visitors will have high quality facilities and amenities that meet their needs for functionality and comfort. This will help to ensure that the vacancy rate for the tie downs and hangers are kept as low as possible and revenues continue to rise to support operations and further improvements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 705,000        | 0                   | (705,000) | 0               | 0         |

## **3. FAA and State Planning and Improvements Grant Funded Projects**

The Airport program has accepted federal and state grant funding for projects that are identified on the Federal Airport Administration's Airport Layout plans and in the five-year Federal Airport Administration Airport Capital Improvement Programs for both airports. The projects are as follows: San Carlos Airport – taxiways rehabilitation and drainage improvements, relocation of the fuel farm, improvements to erosion control facilities, and a runway safety area study; Half Moon Bay Airport – various environmental assessment studies. The study, design and construction of these projects will rehabilitate airport infrastructure, improve security and enhance safety for airport users and ensure that vacancy rates remain low.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 780,953         | 801,594        | 0                   | (20,641) | 0               | 0         |

### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (2,160,899)     | (1,555,490)    | 19,500              | (624,909) | 0               | 0         |

## **FY 2011–12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contract expenditures; and elimination of one-time grant funding.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,443,594)     | (1,470,614)    | 0                   | 27,020   | 0               | 0         |

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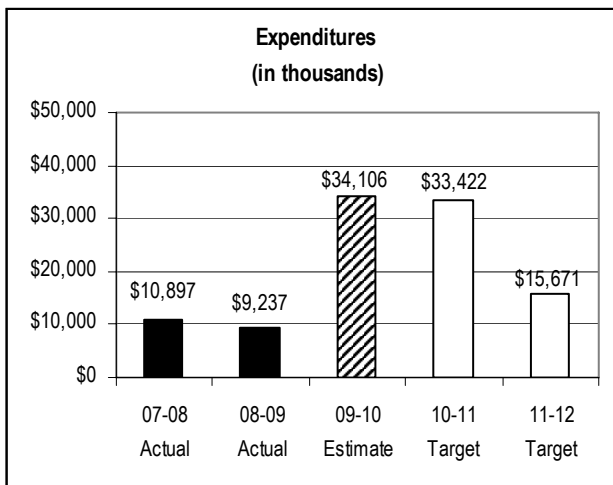
## Capital Projects (8500D)

### Budget Unit Locator

- County
  - Environmentally Conscious Community
    - Department of Public Works
      - ▷ **Capital Projects**
        - Construction Funds
        - Real Property Services
        - Parks Department
        - Agricultural Commissioner / Sealer

### Budget Unit Description

The Capital Projects Fund was established in FY 1995-96 to centrally budget capital improvement projects in the County.



### Discretionary Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund capital improvement projects.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

#### 1. Adjustments to Fund Re-appropriated Capital Projects

Budget adjustments have been made as follows: Fund Balance has been reduced and one-time projects have been eliminated. Funds have been re-appropriated for projects not completed in the prior year. A list of re-appropriated projects can be viewed in the following pages.

|                     |              |
|---------------------|--------------|
| Revenue/Sources     | (7,242,451)  |
| Appropriations      | (34,106,091) |
| Re-Appropriations   | 26,863,640   |
| Intrafund Transfers | 0            |
| Reserves            | 0            |
| Net County Cost     | 0            |
| Positions           | 0            |

#### 2. Adjustments to Fund New Capital Projects

Funds have been added for new projects. The County has made a concerted effort to fund capital improvements at an appropriate level consistent with the five-year Capital Improvement Plan. As a result, General Fund contributions towards capital maintenance projects have been maintained at FY 2008-09 levels despite the structural budget deficit. A list of new projects can be viewed in the following pages.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 6,558,115 |
| Appropriations      | 6,558,115 |
| Re-Appropriations   | 0         |
| Intrafund Transfers | 0         |
| Reserves            | 0         |
| Net County Cost     | 0         |
| Positions           | 0         |

**TOTAL FY 2010-11 FUNDING ADJUSTMENTS**

|                     |              |
|---------------------|--------------|
| Revenue/Sources     | (684,336)    |
| Appropriations      | (27,547,976) |
| Re-Appropriations   | 26,863,640   |
| Intrafund Transfers | 0            |
| Reserves            | 0            |
| Net County Cost     | 0            |
| Positions           | 0            |

**FY 2011-12 Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

**3. Adjustments to Fund Re-appropriated Capital Projects**

Budget adjustments have been made as follows: one-time projects and completed projects have been eliminated. Funds have been re-appropriated for projects may be completed in FY 2010-11.

|                     |              |
|---------------------|--------------|
| Revenue/Sources     | (17,750,405) |
| Appropriations      | (33,421,755) |
| Re-Appropriations   | 15,671,350   |
| Intrafund Transfers | 0            |
| Reserves            | 0            |
| Net County Cost     | 0            |
| Positions           | 0            |



**Capital Projects Summary FY 2010-11**

| Project Description   | Reapprop         | New Approp       | Total Approp     |
|---|------------------|------------------|------------------|
| <b>CRIMINAL JUSTICE PROJECTS</b>                                    |                  |                  |                  |
| Communications Dispatch Center Replace HVAC                         | 61,400           |                  | 61,400           |
| Countywide Radio Upgrade  | 85,588           |                  | 85,588           |
| Coyote Point Replace Indoor 50-foot Firing Range                    | 46,598           |                  | 46,598           |
| Day Top Drug Treatment Center Replace D-Pane Windows                | 14,407           |                  | 14,407           |
| Facility Condition Information System Criminal Justice Project      |                  | 203,712          | 203,712          |
| Glenwood Camp Improvement Project                                   |                  | 328,000          | 328,000          |
| Hall of Justice Fire Alarm Panel                                    | 71,735           |                  | 71,735           |
| Hall of Justice / Maguire Correctional Facility COB HVAC Consultant | 44,125           |                  | 44,125           |
| Jail Architect Preliminary Work                                     | 10,411           |                  | 10,411           |
| Maguire Correctional Facility 4 West Reconfigure Interlock System   |                  | 10,315           | 10,315           |
| MCF Co-Generation Project   | 168,636          |                  | 168,636          |
| MCF Additional Cameras and Equipment Upgrades                       | 36,214           |                  | 36,214           |
| MCF Evaluate Building-wide Power Surge                              | 15,000           |                  | 15,000           |
| MCF JMS Need Assessment New Information System                      | 275              |                  | 275              |
| MCF Replace Fire Alarm Panel  | 297,910          |                  | 297,910          |
| MCF Replace Roof Elevator in 4th Floor Mechanical Room              | 89,353           |                  | 89,353           |
| MCF Replace Water Boiler and Storage Tanks                          | 308,140          |                  | 308,140          |
| MCF Kitchen Hood Fire Suppression Upgrade                           | 15,231           |                  | 15,231           |
| MSF Sheriff's Office Expenditures                                   | 116,297          |                  | 116,297          |
| New Women's Jail Request for Proposals for Master Architect         | 38,653           |                  | 38,653           |
| North Coast Substation Generator Installation                       | 3,939            |                  | 3,939            |
| Northern and Central Courts Seismic                                 | 419,982          |                  | 419,982          |
| San Mateo Medical Center Morgue Renovation                          |                  | 460,000          | 460,000          |
| Work Furlough Building Replace Roof Top HVAC                        | 24,248           |                  | 24,248           |
| Youth Services Center Central Plant Fire Sprinkler                  | 13,708           |                  | 13,708           |
| Youth Services Center Co-Generator Maintenance                      | 117,888          |                  | 117,888          |
| Youth Services Center Security Control System                       | 6,649            |                  | 6,649            |
| <b>Subtotal Criminal Justice Projects - County General Fund</b>     | <b>2,006,389</b> | <b>1,002,027</b> | <b>3,008,416</b> |
| Northern Courts Install Backflow Devices                            | 14,293           |                  | 14,293           |
| Northern and Central Courts Seismic                                 | 2,780,063        |                  | 2,780,063        |

| Project Description  | Reapprop         | New Approp       | Total Approp     |
|--|------------------|------------------|------------------|
| <b>Subtotal Criminal Justice Projects - CTCF</b>               | <b>2,794,356</b> | <b>0</b>         | <b>2,794,356</b> |
| Berm Modifications   | 106,190          |                  | 106,190          |
| Hillcrest Deconstruction                                       | 223,130          | 250,000          | 473,130          |
| Youth Services Center / Justice Center Plan                    | 66,446           |                  | 66,446           |
| Youth Services Center Group Home                               | 386,938          |                  | 386,938          |
| <b>Subtotal Criminal Justice Projects - Bond Proceeds</b>      | <b>782,704</b>   | <b>250,000</b>   | <b>1,032,704</b> |
| Maguire Correctional Facility Co-Generation Project            | 4,139            |                  | 4,139            |
| <b>Subtotal Criminal Justice Projects - Loan Proceeds</b>      | <b>4,139</b>     | <b>0</b>         | <b>4,139</b>     |
| Camp Glenwood Improvement Project                              | 514,838          |                  | 514,838          |
| Facility Condition Information System Criminal Justice Project |                  | 998,759          | 998,759          |
| MCF Additional Cameras and Equipment Upgrades                  | 58,921           |                  | 58,921           |
| MCF Generator Add Circuits to E-Power                          | 35,827           |                  | 35,827           |
| MCF Replace Life Safety Air Tanks                              | 2,069            |                  | 2,069            |
| Medium Security Facility Load Bank                             | 2,846            |                  | 2,846            |
| South San Francisco Probation Ventilation and Cooling          | 49,865           |                  | 49,865           |
| <b>Subtotal Criminal Justice Projects - Facility Surcharge</b> | <b>664,365</b>   | <b>998,759</b>   | <b>1,663,124</b> |
| <b>TOTAL CRIMINAL JUSTICE PROJECTS</b>                         | <b>6,251,953</b> | <b>2,250,786</b> | <b>8,502,739</b> |
|  |                  |                  |                  |
| <b>HEALTH PROJECTS</b>   |                  |                  |                  |
| Facility Condition Information System San Mateo Medical Center |                  | 755,320          | 755,320          |
| Nurse Call Bench   |                  | 10,000           | 10,000           |
| San Mateo Medical Center Admin Building Seismic Retrofit       |                  | 150,000          | 150,000          |
| SMMC Clinic Building Window Resealing                          |                  | 420,000          | 420,000          |
| SMMC High Pressure Steam Boiler Replacement                    |                  | 385,000          | 385,000          |
| <b>Subtotal Medical Center Projects - County General Fund</b>  | <b>0</b>         | <b>1,720,320</b> | <b>1,720,320</b> |
| Burlingame Long Term Care Evaluate Installed HVAC System       | 8,602            |                  | 8,602            |
| Burlingame Long Term Care Window Repairs                       | 163,893          |                  | 163,893          |
| Cordilleras Creek Restoration                                  | 9,768            |                  | 9,768            |
| Facility Condition Information System Health System Projects   |                  | 386,231          | 386,231          |
| Health System Building Steam and Heating Hot Water             | 44,060           |                  | 44,060           |
| Health System Replace HVAC Controls and Reheat Coils           | 49,817           |                  | 49,817           |
| SMMC Building 54 Upgrade Sprinkler System                      | 49,108           |                  | 49,108           |

| Project Description  | Reapprop         | New Approp       | Total Approp     |
|--|------------------|------------------|------------------|
| SMMC Co-Generation Project   | 97,741           |                  | 97,741           |
| SMMC Morgue Renovation   | 241,502          |                  | 241,502          |
| SMMC Re-roofing Administration                                     | 73,707           |                  | 73,707           |
| SMMC Sealing Fire Penetrations                                     | 8,856            |                  | 8,856            |
| <b>Subtotal Health Services Projects - County General Fund</b>     | <b>747,053</b>   | <b>386,231</b>   | <b>1,133,284</b> |
| Daly City Mike Nevin Center Space Value Max                        | 505,151          |                  | 505,151          |
| <b>Subtotal Health Services Projects - Department General Fund</b> | <b>505,151</b>   | <b>0</b>         | <b>505,151</b>   |
| SMMC CAD Schematics Drawings                                       | 27,306           |                  | 27,306           |
| SMMC Heating Hot Water Extension                                   | 77,349           |                  | 77,349           |
| SMMC High Pressure Steam Boiler Replacement                        | 87,580           |                  | 87,580           |
| SMMC Nursing Wing Access to Roof Fan                               | 6,588            |                  | 6,588            |
| SMMC Replace Lobby Linoleum Flooring                               | 90,384           |                  | 90,384           |
| SMMC Yamas and Johnson Controls Integration                        | 15,483           |                  | 15,483           |
| <b>Subtotal Health Services Projects - Facility Surcharge</b>      | <b>304,689</b>   | <b>0</b>         | <b>304,689</b>   |
| Burlingame Long Term Care Improvement and Upgrade                  | 99,461           |                  | 99,461           |
| BLTC Facility Smoking Hut for Patients                             | 9,419            |                  | 9,419            |
| Cardboard Box Bailer   | 11,177           |                  | 11,177           |
| Coastside Medical Facility Remodel                                 | 1,989,480        |                  | 1,989,480        |
| Replace Loading Dock Doors   | 25,000           |                  | 25,000           |
| SMMC Building 54 Fire Separation                                   | 26,335           |                  | 26,335           |
| SMMC CT Scanner Replacement  | 398,640          |                  | 398,640          |
| SMMC and BLTC Cook Chill System                                    | 4,000            |                  | 4,000            |
| SMMC Emergency Room Triage Remodel                                 | 67,037           |                  | 67,037           |
| SMMC Ron Robinson Senior Care Center                               | 874,352          |                  | 874,352          |
| SMMC Scope Washer Installation                                     | 78,130           |                  | 78,130           |
| <b>Subtotal Health Services Projects - Other</b>                   | <b>3,583,030</b> | <b>0</b>         | <b>3,583,030</b> |
| <b>HEALTH PROJECTS TOTAL</b>                                       | <b>5,139,922</b> | <b>2,106,551</b> | <b>7,246,473</b> |
|  |                  |                  |                  |
| <b>PARKS AND MARINA PROJECTS</b>                                   |                  |                  |                  |
| ADA Compliance Marina Restroom                                     | 70,000           |                  | 70,000           |
| Dock 29 Plans and Specifications                                   | 214,000          |                  | 214,000          |
| <b>Subtotal Parks and Marina Projects-Coyote Point</b>             | <b>284,000</b>   | <b>0</b>         | <b>284,000</b>   |

| <b>Project Description</b>                                   | <b>Reapprop</b>  | <b>New Approp</b> | <b>Total Approp</b> |
|--|------------------|-------------------|---------------------|
| Crystal Springs Trail South of Dam to Highway 35             | 567,922          |                   | 567,922             |
| Edgewood Park Interpretive Center                            | 1,321,182        |                   | 1,321,182           |
| Mirada Surf Coastal Trail                                    | 158,613          |                   | 158,613             |
| San Bruno Mountain Sewer Line Installation                   | 172,937          |                   | 172,937             |
| San Vicente Bridge and Coastal Trail Work                    | 112,500          |                   | 112,500             |
| Seal Cove Stairway   | 50,000           |                   | 50,000              |
| Sequoia Flat Stream Barrier Removal                          | 204,017          |                   | 204,017             |
| Wash Down Racks  | 179,123          |                   | 179,123             |
| <b>Subtotal Parks and Marina Projects- Park Acquisition</b>  | <b>2,766,295</b> | <b>0</b>          | <b>2,766,295</b>    |
| <b>TOTAL PARKS AND MARINA PROJECTS</b>                       | <b>3,050,295</b> | <b>0</b>          | <b>3,050,295</b>    |
|  |                  |                   |                     |
| <b>OTHER COUNTY PROJECTS</b>                                 |                  |                   |                     |
| ADA Compliance Capital Projects Development                  | 12,451           |                   | 12,451              |
| ADA Compliance Eucalyptus Park Accessible Path Way           | 64,459           |                   | 64,459              |
| ADA Compliance Consultant                                    | 4,000            |                   | 4,000               |
| ADA Compliance Agricultural Building                         | 30,000           |                   | 30,000              |
| ADA Compliance at Women and Infant Care Program              | 20,000           |                   | 20,000              |
| ADA Compliance Countywide                                    | 250,000          |                   | 250,000             |
| ADA Compliance Human Services Agency Building A Belmont      | 30,103           |                   | 30,103              |
| ADA Compliance Update Transition Plan for Parks              | 24,970           |                   | 24,970              |
| Burlingame Long Term Care Patient Cabinet Replacement        | 20,043           |                   | 20,043              |
| Capital Projects Development Time                            | 72,565           | 100,000           | 172,565             |
| County Government Center Parking Garage Install Solar Panels | 1,443,184        |                   | 1,443,184           |
| CGC Garage Lighting Retrofits                                | 40,000           |                   | 40,000              |
| CGC and HOJ Fire Alarm Panel Upgrade                         | 16,674           |                   | 16,674              |
| Child Care Center Roofing Replacement                        | 45,382           |                   | 45,382              |
| Children's Receiving Home Paint Exterior and Interior        | 11,750           |                   | 11,750              |
| County Office Building Partial Roof Replacement              | 113,566          |                   | 113,566             |
| COB1 Replace Penthouse Re-Circulation Pump                   | 8,000            |                   | 8,000               |
| COB1 Replace Multi Zone AHU's                                | 38,678           |                   | 38,678              |
| COB1 Replace Circulation Pump and Exhaust Fan                | 12,110           |                   | 12,110              |
| COB1 Upgrade HVAC Control System                             | 885,135          |                   | 885,135             |

| <b>Project Description</b>  | <b>Reapprop</b> | <b>New Approp</b> | <b>Total Approp</b> |
|---|-----------------|-------------------|---------------------|
| COB2 Re-seal Windows and Wall Panels  | 36,394          |                   | 36,394              |
| Cohn Sorenson Library   |                 | 101,302           | 101,302             |
| Cordilleras Replace and Rewire Walk-In Freezer                              | 6,000           |                   | 6,000               |
| Cordilleras Install Cooler Control  | 23,978          |                   | 23,978              |
| Cordilleras Remove Asbestos Duct  | 302,175         |                   | 302,175             |
| Cordilleras Replace Hot Water Boiler  | 577,791         |                   | 577,791             |
| Cordilleras Replace Sash Window   | 21,750          |                   | 21,750              |
| County Facility Master Plan Phase 2   |                 | 210,000           | 210,000             |
| County Energy Projects  | 138,490         |                   | 138,490             |
| County Facility Master Plan   | 80,500          |                   | 80,500              |
| Day Top Treatment Center Clean Duct System                                  | 8,159           |                   | 8,159               |
| Energy Efficiency Conservation Block Grant Facility Project 1 Audits        | 105,326         |                   | 105,326             |
| Elections Building Seal Asphalt Pavement                                    | 11,462          |                   | 11,462              |
| Emergent Special Jobs   | 160,000         | 250,000           | 410,000             |
| East Palo Alto Building Clean and Balance HVAC                              | 188,015         |                   | 188,015             |
| East Palo Alto Building Correction of Fire Sprinklers                       | 14,461          |                   | 14,461              |
| Facility Condition Information System Deferred Maintenance                  | 2,565,552       |                   | 2,565,552           |
| FCIS Other City Projects  |                 | 1,539,476         | 1,539,476           |
| Government Center Parking Structure Seal Roadway                            | 49,145          |                   | 49,145              |
| Health System Aging and Adult Services Building Painting                    | 2,450           |                   | 2,450               |
| Health System Replace Ceiling Tiles   | 1,850           |                   | 1,850               |
| Hall of Justice Boiler Replacement  | 806,910         |                   | 806,910             |
| Hall of Justice Remediate Asbestos Repair Boilers                           | 14,769          |                   | 14,769              |
| Northern Courts/Administrative Office of Courts Install Building Fire Alarm | 23,337          |                   | 23,337              |
| Northern Courts/AOC Main Air Handler Replacement                            | 20,046          |                   | 20,046              |
| Northern Courts/AOC Supply Air Damper Replacement                           | 4,084           |                   | 4,084               |
| Motor Pool Replace Built-Up Roofing   | 1,660           |                   | 1,660               |
| New Jail Project Management Department of Public Works                      | 147,634         |                   | 147,634             |
| Parking Meters  | 65,000          |                   | 65,000              |
| Pescadero Creek Park Trestle Bridge Repair                                  | 10,000          |                   | 10,000              |
| Probation Department Replace Lead Solder Joints                             | 18,115          |                   | 18,115              |
| Replace Built-Up Roofing  | 2,900           |                   | 2,900               |

| Project Description  | Reapprop          | New Approp       | Total Approp      |
|--|-------------------|------------------|-------------------|
| Retro Commissioning of Crime Lab                             | 50,000            |                  | 50,000            |
| San Carlos Airport Levees Environmental Review               | 147,798           |                  | 147,798           |
| San Mateo Medical Center Building 54 Seismic Retrofit Study  | 6,719             |                  | 6,719             |
| SMMC Carrier Package Unit Replacement                        | 13,500            |                  | 13,500            |
| SMMC Clean and Repair Radiators                              | 12,500            |                  | 12,500            |
| SMMC Clinic Window Resealing                                 | 27,981            |                  | 27,981            |
| SMMC Install Lighting Control                                | 18,527            |                  | 18,527            |
| SMMC Lobby Linoleum Flooring                                 | 107,000           |                  | 107,000           |
| SMMC Replace MCU Control Main Entrance Door                  | 18,000            |                  | 18,000            |
| SMMC Replace Vacuum Pump                                     | 13,870            |                  | 13,870            |
| SMMC Replace Bulk Oxygen Signals                             | 4,612             |                  | 4,612             |
| Tower Road Parking Lot Repairs                               | 2,500             |                  | 2,500             |
| Women's Correctional Facility Install Insulation Jackets     | 1,520             |                  | 1,520             |
| WCF Replace #9 Centrifugal Exhaust Fan                       | 840               |                  | 840               |
| WCF Replace Fiberglass Pipe Insulation                       | 1,832             |                  | 1,832             |
| WCF Replace Dryer  | 13,314            |                  | 13,314            |
| Work Furlough Replace Roof                                   | 93,052            |                  | 93,052            |
| Work Furlough and Homeless Shelter Painting                  | 2,300             |                  | 2,300             |
| Work Furlough and Homeless Shelter Carpet Replacement        | 4,000             |                  | 4,000             |
| <b>Subtotal Other County Projects - County General Fund</b>  | <b>9,109,238</b>  | <b>2,200,778</b> | <b>11,310,016</b> |
| County Government Center Parking Garage Install Solar Panels | 1,427,250         |                  | 1,427,250         |
| <b>Subtotal Other County Projects - Federal</b>              | <b>1,427,250</b>  | <b>0</b>         | <b>1,427,250</b>  |
| ADA Compliance Planning and Other Projects                   | 20,753            |                  | 20,753            |
| Alameda Streetscape Replace Tree                             | 71,169            |                  | 71,169            |
| Countywide Energy Projects                                   | 40,849            |                  | 40,849            |
| Countywide Facility Master Plan                              | 446,610           |                  | 446,610           |
| Maguire Correctional Facility Fire Alarm Replacement         | 1,233,880         |                  | 1,233,880         |
| New Women's Jail   | 47,699            |                  | 47,699            |
| Old Courthouse Replace and Repair Windows                    | 24,022            |                  | 24,022            |
| <b>Subtotal Other County Projects - Facility Surcharge</b>   | <b>1,884,981</b>  | <b>0</b>         | <b>1,884,981</b>  |
| <b>TOTAL OTHER PROJECTS</b>                                  | <b>12,421,469</b> | <b>2,200,778</b> | <b>14,622,247</b> |
| <b>TOTAL ALL PROJECTS ALL FUNDS</b>                          | <b>26,863,640</b> | <b>6,558,115</b> | <b>33,421,755</b> |

**Five-Year Capital Improvement Plan - FY 2010-FY 2014**

| Project Description                               | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | Total   |
|---|------------|------------|------------|------------|------------|---------|
| <b>GENERAL FUND / FACILITY SURCHARGE PROJECTS</b> |            |            |            |            |            |         |
| <b>CRIMINAL JUSTICE PROJECTS</b>                  |            |            |            |            |            |         |
| Communications Dispatch HVAC                      | 61,400     |            |            |            |            | 61,400  |
| Countywide Radio Upgrade                          | 85,588     |            |            |            |            | 85,588  |
| Coyote Point Replace Firing Range                 | 46,598     |            |            |            |            | 46,598  |
| Day Top Replace D-Pane Windows                    | 14,407     |            |            |            |            | 14,407  |
| FCIS Criminal Justice Project                     | 203,712    |            |            |            |            | 203,712 |
| Glenwood Camp Improvement                         | 328,000    | 984,075    | 582,478    | 764,335    |            | 328,000 |
| Hall of Justice Fire Alarm Panel                  | 71,735     |            |            |            |            | 71,735  |
| HOJ / MCF/ COB HVAC Consultant                    | 44,125     |            |            |            |            | 44,125  |
| Jail Architect Preliminary Work                   | 10,411     |            |            |            |            | 10,411  |
| MCF 4 West Interlock System                       | 10,315     |            |            |            |            | 10,315  |
| MCF Cameras / Equipment Upgrades                  | 36,214     |            |            |            |            | 36,214  |
| MCF Air Intake Extension                          |            | 255,000    |            |            |            | 255,000 |
| MCF CCTV Digital Matrix Upgrade                   |            |            | 61,000     |            |            | 61,000  |
| MCF Co-Generation Project                         | 168,636    |            |            |            |            | 168,636 |
| MCF Control Station Modif. 3rd floor              |            | 90,000     |            |            |            | 90,000  |
| MCF Evaluate Building Power Surge                 | 15,000     |            |            |            |            | 15,000  |
| MCF Floor and Carpet Replacement                  |            | 170,000    |            |            |            | 170,000 |
| MCF JMS Need Assessment System                    | 275        |            |            |            |            | 275     |
| MCF Kitchen Hood Upgrade                          | 15,231     |            |            |            |            | 15,231  |
| MCF Meal Delivery System                          |            | 55,000     |            |            |            | 55,000  |
| MCF Paint Interior Walls and Ceilings             |            | 68,000     |            |            |            | 68,000  |
| MCF Replace Fire Alarm Panel                      | 297,910    |            |            |            |            | 297,910 |
| MCF Replace Elevator 4th Floor                    | 89,353     |            |            |            |            | 89,353  |
| MCF Replace Boiler / Storage Tanks                | 308,140    |            |            |            |            | 308,140 |
| MSF Sheriff's Office Expenditures                 | 116,297    |            |            |            |            | 116,297 |
| New Women's Jail RFP Mst Architect                | 38,653     |            |            |            |            | 38,653  |
| North Coast Substation Generator                  | 3,939      |            |            |            |            | 3,939   |
| Northern Court Legends Repaint                    |            |            | 6,224      |            |            | 6,224   |
| Northern and Central Courts Seismic               | 419,982    |            |            |            |            | 419,982 |

| Project Description                      | FY 2010-11       | FY 2011-12       | FY 2012-13     | FY 2013-14     | FY 2014-15 | Total             |
|--|------------------|------------------|----------------|----------------|------------|-------------------|
| Probation HVAC Feasibility study         |                  |                  | 75,000         |                |            | 75,000            |
| SSF Probation Security Control           |                  |                  | 46,000         |                |            | 46,000            |
| SMMC Morgue Renovation                   | 460,000          |                  |                |                |            | 460,000           |
| WCF Back-up Heating Boiler               |                  |                  |                | 50,000         |            | 50,000            |
| WCF Replace Ceiling Tiles                |                  | 20,000           |                |                |            | 20,000            |
| Work Furlough Conduit Replacement        |                  | 20,000           |                |                |            | 20,000            |
| Work Furlough Roof Top HVAC              | 24,248           | 125,000          |                |                |            | 24,248            |
| YSC Central Plant Fire Sprinkler         | 13,708           |                  |                |                |            | 13,708            |
| YSC Co-Generation Load Study             |                  | 50,000           |                |                |            | 50,000            |
| YSC Co-Generator Maintenance             | 117,888          |                  |                |                |            | 117,888           |
| YSC Probation/Courts Lighting Study      |                  | 38,500           |                |                |            | 38,500            |
| YSC Security Control System              | 6,649            |                  |                |                |            | 6,649             |
| <b>Subtotal CJ Projects-General Fund</b> | <b>3,080,014</b> | <b>1,875,575</b> | <b>770,702</b> | <b>814,335</b> | <b>0</b>   | <b>6,469,026</b>  |
| Northern Courts Backflow                 | 14,293           |                  |                |                |            | 14,293            |
| Northern / Central Seismic               | 2,780,063        |                  |                |                |            | 2,780,063         |
| <b>Subtotal Courthouse Const Fund</b>    | <b>2,794,356</b> | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>   | <b>2,794,356</b>  |
| YSC Berm Modifications                   | 106,190          |                  |                |                |            | 106,190           |
| YSC Group Home                           | 386,938          |                  |                |                |            | 386,938           |
| YSC Hillcrest Deconstruction             | 473,130          |                  |                |                |            | 473,130           |
| YSC Youth Campus                         | 66,444           |                  |                |                |            | 66,444            |
| <b>Subtotal Criminal Justice Bonds</b>   | <b>782,704</b>   | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>   | <b>782,704</b>    |
| Co-Generation Project Maguire            | 4,139            |                  |                |                |            | 4,139             |
| <b>Subtotal Criminal Justice Bonds</b>   | <b>4,139</b>     | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>   | <b>4,139</b>      |
| FCIS Criminal Justice Projects           | 998,759          |                  |                |                |            | 998,759           |
| Glenwood Camp Improvement                | 514,838          |                  |                |                |            | 514,838           |
| MCF Additional Cameras                   | 58,921           |                  |                |                |            | 58,921            |
| MCF Generator / Circuits to E Power      | 35,827           |                  |                |                |            | 35,827            |
| MCF Replace Life Safety Air Tanks        | 2,069            |                  |                |                |            | 2,069             |
| Medium Security Facility Load Bank       | 2,846            |                  |                |                |            | 2,846             |
| SSF Probation Ventilation / Cooling      | 49,865           |                  |                |                |            | 49,865            |
| <b>Subtotal CJ Facility Surcharge</b>    | <b>1,663,124</b> | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>   | <b>1,663,124</b>  |
| <b>TOTAL CRIMINAL JUSTICE</b>            | <b>8,324,337</b> | <b>1,875,575</b> | <b>770,702</b> | <b>814,335</b> | <b>0</b>   | <b>11,713,349</b> |



| Project Description                       | FY 2010-11       | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | Total            |
|---|------------------|------------|------------|------------|------------|------------------|
| <b>HEALTH SYSTEM PROJECTS</b>             |                  |            |            |            |            |                  |
| FCIS San Mateo Medical Center             | 755,320          |            |            |            |            | 775,320          |
| SMMC Clinic Window Resealing              | 420,000          |            |            |            |            | 420,000          |
| SMMC Nurse Call Bench                     | 10,000           |            |            |            |            | 10,000           |
| SMMC Seismic Retrofit                     | 150,000          |            |            |            |            | 150,000          |
| SMMC Steam Boiler Replacement             | 385,000          |            |            |            |            | 385,000          |
| <b>Subtotal SMMC - General Fund</b>       | <b>1,720,320</b> | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>1,720,320</b> |
| BLTC Evaluate HVAC System                 | 8,602            |            |            |            |            | 8,602            |
| BLTC Window Repairs                       | 163,893          |            |            |            |            | 163,893          |
| Cordilleras Creek Restoration             | 9,768            |            |            |            |            | 9,768            |
| FCIS Health Services General FUnd         | 386,231          |            |            |            |            | 386,231          |
| Health System Steam / Hot Water           | 44,060           |            |            |            |            | 44,060           |
| Health System HVAC Replacement            | 49,817           |            |            |            |            | 49,817           |
| SMMC Building 54 Fire Separation          | 49,108           |            |            |            |            | 49,108           |
| SMMC Co-Generation Project                | 97,741           |            |            |            |            | 97,741           |
| SMMC Morgue Renovation                    | 241,502          |            |            |            |            | 241,502          |
| SMMC Re-roofing Administration            | 73,707           |            |            |            |            | 73,707           |
| SMMC Sealing Fire Penetrations            | 8,856            |            |            |            |            | 8,856            |
| <b>Subtotal SMMC - General Fund</b>       | <b>1,133,284</b> | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>1,133,284</b> |
| DC Mike Nevin Ctr. Space Value Max        | 505,151          |            |            |            |            | 505,151          |
| <b>Subtotal Health - General Fund</b>     | <b>505,151</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>505,151</b>   |
| SMMC CAD Schematics Drawings              | 27,306           |            |            |            |            | 27,306           |
| SMMC Heating Hot Water Extension          | 77,349           |            |            |            |            | 77,349           |
| SMMC Lobby Linoleum Flooring              | 90,384           |            |            |            |            | 90,384           |
| SMMC Nursing Wing Roof Fan                | 6,588            |            |            |            |            | 6,588            |
| SMMC Steam Boiler Replacement             | 87,580           |            |            |            |            | 87,580           |
| SMMC Yamas / Johnson Controls             | 15,483           |            |            |            |            | 15,483           |
| <b>Subtotal Health-Facility Surcharge</b> | <b>304,689</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>304,689</b>   |
| Burlingame LTC Closets / Cabinet          |                  | 25,000     |            |            |            | 25,000           |
| BLTC Hallway Painting                     |                  |            |            | 50,000     |            | 50,000           |
| BLTC Improvement / Upgrade                | 99,461           |            |            |            |            | 99,461           |
| BLTC Roof Railing                         |                  |            | 92,000     |            |            | 92,000           |

| <b>Project Description</b>              | <b>FY 2010-11</b> | <b>FY 2011-12</b> | <b>FY 2012-13</b> | <b>FY 2013-14</b> | <b>FY 2014-15</b> | <b>Total</b>     |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| BLTC Smoking Hut for Patients           | 9,419             |                   |                   |                   |                   | 9,419            |
| Canyon Oaks Emergency Generator         |                   | 150,000           |                   |                   |                   | 150,000          |
| Cardboard Box Bailer                    | 11,177            |                   |                   |                   |                   | 11,177           |
| Coastside Medical Facility Remodel      | 1,989,480         |                   |                   |                   |                   | 1,989,480        |
| Emergency Room Triage Remodel           | 67,037            |                   |                   |                   |                   | 67,037           |
| Health System Main Entrance Doors       |                   | 20,000            |                   |                   |                   | 20,000           |
| SMMC Building 54 Fire Separation        | 26,335            |                   |                   |                   |                   | 26,335           |
| SMMC CT Scanner Replacement             | 398,640           |                   |                   |                   |                   | 398,640          |
| SMMC Dock Doors Replacement             | 25,000            |                   |                   |                   |                   | 25,000           |
| SMMC Radiology Main Doors               |                   | 10,000            |                   |                   |                   | 10,000           |
| SMMC Senior Care Center Remodel         | 874,352           |                   |                   |                   |                   | 874,352          |
| SMMC Scope Washer Installation          | 78,130            |                   |                   |                   |                   | 78,130           |
| SMMC / BLTC Cook Chill System           | 4,000             |                   |                   |                   |                   | 4,000            |
| <b>Subtotal Health Projects - Other</b> | <b>3,583,030</b>  | <b>220,000</b>    | <b>92,000</b>     | <b>50,000</b>     | <b>0</b>          | <b>3,941,031</b> |
| <b>TOTAL HEALTH SYSTEM</b>              | <b>5,139,922</b>  | <b>220,000</b>    | <b>92,000</b>     | <b>50,000</b>     | <b>0</b>          | <b>5,501,922</b> |
| <b>OTHER COUNTY PROJECTS</b>            |                   |                   |                   |                   |                   |                  |
| ADA Capital Project Development         | 12,451            |                   |                   |                   |                   | 12,451           |
| ADA Agricultural Building               | 30,000            |                   |                   |                   |                   | 30,000           |
| ADA Compliance Consultant               | 4,000             |                   |                   |                   |                   | 4,000            |
| ADA Eucalyptus Prk Accessible Path      | 64,459            |                   |                   |                   |                   | 64,459           |
| ADA Human Services Agency Bldg A        | 30,103            |                   |                   |                   |                   | 30,103           |
| ADA Transition Plan Parks Update        | 24,970            |                   |                   |                   |                   | 24,970           |
| ADA WIC Program Building                | 20,000            |                   |                   |                   |                   | 20,000           |
| ADA Countywide Compliance               | 250,000           | 250,000           | 250,000           | 250,000           | 250,000           | 1,250,000        |
| BLTC Patient Cabinet Replacement        | 20,043            |                   |                   |                   |                   | 20,043           |
| Capital Projects Staff Time             | 172,565           |                   |                   |                   |                   | 172,565          |
| Child Care Roofing Replacement          | 45,382            |                   |                   |                   |                   | 45,382           |
| Children's Home Painting                | 11,750            |                   |                   |                   |                   | 11,750           |
| COB1 Ceiling Tile Replacement           |                   | 36,000            |                   |                   |                   | 36,000           |
| COB1 Circulation Pump                   | 8,000             |                   |                   |                   |                   | 8,000            |
| COB1 Data Center System Upgrade         |                   | 525,000           |                   |                   |                   | 525,000          |
| COB1 Data Center Floor                  |                   | 127,000           |                   |                   |                   | 127,000          |

| Project Description                  | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | Total     |
|--------------------------------------|------------|------------|------------|------------|------------|-----------|
| COB1 Data Center Halon System        |            | 170,000    |            |            |            | 170,000   |
| COB1 Partial Roof Replacement        | 113,566    |            |            |            |            | 113,566   |
| COB1 Replace Built Up Roofing        | 2,900      |            |            |            |            | 2,900     |
| COB1 Freight Elevator Doors          |            | 7,500      |            |            |            | 7,500     |
| COB1 Replace Multi Zone AHU's        | 38,678     |            |            |            |            | 38,678    |
| COB1 Replace Circ Pump / Fan         | 12,110     |            |            |            |            | 12,110    |
| COB1 Upgrade HVAC Control Syst.      | 885,135    |            |            |            |            | 885,135   |
| COB 2 Slab Floor Replacement         |            | 15,000     |            |            |            | 15,000    |
| COB2 Re-seal Windows / Panels        | 36,394     |            |            |            |            | 36,394    |
| Cohn Sorenson Library                | 101,302    |            |            |            |            | 101,302   |
| CGC Install Parking Meters           | 65,000     |            |            |            |            | 65,000    |
| CGC Garage Solar Panels Gen Fund     | 1,443,184  |            |            |            |            | 1,443,184 |
| CGC Garage Lighting Retrofits        | 40,000     |            |            |            |            | 40,000    |
| CGC Garage Seal Roadway Cr           | 49,145     |            |            |            |            | 49,145    |
| CGC / HOJ Fire Alarm Panel           | 16,674     |            |            |            |            | 16,674    |
| Cordilleras Install Cooler Control   | 23,978     |            |            |            |            | 23,978    |
| Cordilleras Remove Asbestos Duct     | 302,175    |            |            |            |            | 302,175   |
| Cordilleras Replace Hot Water Boiler | 577,791    |            |            |            |            | 577,791   |
| Cordilleras Repair / Replace Freezer | 6,000      |            |            |            |            | 6,000     |
| Cordilleras Replace Sash Window      | 21,750     |            |            |            |            | 21,750    |
| Cordilleras Water Softener           |            | 15,000     |            |            |            | 15,000    |
| County Emergent Special Projects     | 410,000    | 250,000    | 250,000    | 250,000    | 250,000    | 1,410,000 |
| County Energy Projects               | 138,490    |            |            |            |            | 138,490   |
| County Master Plan Phase One         | 80,500     |            |            |            |            | 80,500    |
| County Master Plan Phase Two         | 210,000    |            |            |            |            | 210,000   |
| Craft Shop Paint Wood Siding         |            | 13,400     |            |            |            | 13,400    |
| Crime Lab Retrocommissioning         | 50,000     |            |            |            |            | 50,000    |
| Day Top Clean Duct System            | 8,159      |            |            |            |            | 8,159     |
| EECBG Facility Project 1 Audits      | 105,326    |            |            |            |            | 105,326   |
| Elections Building HVAC Expansion    |            | 50,000     | 192,000    |            |            | 242,000   |
| Elections Building Lobby remodel     |            | 46,000     |            |            |            | 46,000    |
| Elections Building Re-roof           |            | 505,000    |            |            |            | 505,000   |

| Project Description                  | FY 2010-11 | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | Total     |
|--------------------------------------|------------|------------|------------|------------|------------|-----------|
| Elections Restroom / Break Room      |            | 56,250     | 130,750    |            |            | 187,000   |
| Elections Seal Asphalt Pavement      | 11,462     |            |            |            |            | 11,462    |
| EPA Clean and Balance HVAC           | 188,015    |            |            |            |            | 188,015   |
| EPA Correction of Fire Sprinklers    | 14,461     |            |            |            |            | 14,461    |
| EPA Generator Replacement            |            | 220,000    |            |            |            | 220,000   |
| FCIS Deferred Maintenance, Other     | 1,359,476  | 2,893,539  | 2,733,819  |            |            | 6,986,834 |
| FCIS Re-appropriation                | 2,565,552  |            |            |            |            | 2,565,552 |
| Hall of Justice Boiler Replacement   | 806,910    |            |            |            |            | 806,910   |
| Health System Aging & Adult Painting | 2,450      |            |            |            |            | 2,450     |
| Health System Replace Ceiling Tiles  | 1,850      |            |            |            |            | 1,850     |
| HOJ Duct Cleaning / Inspection       |            | 10,000     |            |            |            | 10,000    |
| HOJ Expansion Tanks                  |            | 35,000     |            |            |            | 35,000    |
| HOJ Perimeter Heat Valves Study      |            | 55,000     |            |            |            | 55,000    |
| HOJ Restroom Exhaust Fan Units       |            | 45,000     |            |            |            | 45,000    |
| HOJ Boilers / Remediate Asbestos     | 14,769     |            |            |            |            | 14,769    |
| HSA Paint Exterior District Office   |            |            | 36,000     |            |            | 36,000    |
| Motor Pool Replace Built-Up Roofing  | 1,660      |            |            |            |            | 1,660     |
| New Jail Management, DPW             | 147,634    |            |            |            |            | 147,634   |
| Northern Courts Fire Alarm System    | 23,337     |            |            |            |            | 23,337    |
| Northern Courts Main Air Handler     | 20,046     |            |            |            |            | 20,046    |
| N. Courts Supply Air Dampener        | 4,084      |            |            |            |            | 4,084     |
| Pescadero Creek Park Trestle Bridge  | 10,000     |            |            |            |            | 10,000    |
| Probation - Replace Lead Solder Jnts | 18,115     |            |            |            |            | 18,115    |
| SC Airport Levees / Enviro Review    | 147,798    |            |            |            |            | 147,798   |
| SMMC Carrier Unit Package Rplc.      | 13,500     |            |            |            |            | 13,500    |
| SMMC Clean / Repair Radiators        | 12,500     |            |            |            |            | 12,500    |
| SMMC Clinic Reseal                   | 27,981     |            |            |            |            | 27,981    |
| SMMC Install Lighting Control        | 18,527     |            |            |            |            | 18,527    |
| SMMC Lobby Linoleum Flooring         | 107,000    |            |            |            |            | 107,000   |
| SMMC MCU Control at Main Doors       | 18,000     |            |            |            |            | 18,000    |
| SMMC Nursing Call System Replace     | 18,350     |            |            |            |            | 18,350    |
| SMMC Replace Bulk Oxygen Signals     | 4,612      |            |            |            |            | 4,612     |

| <b>Project Description</b>                   | <b>FY 2010-11</b> | <b>FY 2011-12</b> | <b>FY 2012-13</b> | <b>FY 2013-14</b> | <b>FY 2014-15</b> | <b>Total</b>      |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| SMMC Replace Vacuum Pump                     | 13,870            |                   |                   |                   |                   | 13,870            |
| SMMC Seismic Retro. Building 54              | 6,719             |                   |                   |                   |                   | 6,719             |
| Tower Road Sewer Improvements                |                   | 34,000            |                   |                   |                   | 34,000            |
| Tower Road Install O2 Can Crusher            |                   | 23,000            |                   |                   |                   | 23,000            |
| Tower Road Parking Lot Repairs               | 2,500             |                   |                   |                   |                   | 2,500             |
| WCF Install Insulation Jackets               | 1,520             |                   |                   |                   |                   | 1,520             |
| WCF #9 Centrifugal Exhaust Fan               | 840               |                   |                   |                   |                   | 840               |
| WCF Fiberglass Pipe Insulation               | 1,832             |                   |                   |                   |                   | 1,832             |
| WCF Replace Dryer                            | 13,314            |                   |                   |                   |                   | 13,314            |
| Work Furlough Replace Roof                   | 93,052            |                   |                   |                   |                   | 93,052            |
| Work Furlough / Shelter Painting             | 2,300             |                   |                   |                   |                   | 2,300             |
| Work Furlough / Shelter Carpet               | 4,000             |                   |                   |                   |                   | 4,000             |
| <b>Subtotal Other County Projects</b>        | <b>11,130,016</b> | <b>5,381,689</b>  | <b>3,592,569</b>  | <b>500,000</b>    | <b>500,000</b>    | <b>21,104,274</b> |
| <b>Total Facility Surcharge</b>              | <b>24,594,275</b> | <b>7,477,264</b>  | <b>4,455,271</b>  | <b>1,364,335</b>  | <b>500,000</b>    | <b>38,319,545</b> |
| CGC Garage Install Solar Panels              | 1,427,250         |                   |                   |                   |                   | 1,443,884         |
| <b>Subtotal Other Projects - Federal</b>     | <b>1,427,250</b>  | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>1,427,250</b>  |
| ADA Other Projects                           | 20,753            |                   |                   |                   |                   | 20,753            |
| Alameda Streetscape Replacement              | 71,169            |                   |                   |                   |                   | 71,169            |
| Countywide Energy Projects                   | 40,849            |                   |                   |                   |                   | 40,849            |
| Countywide Facility Master Plan              | 446,610           |                   |                   |                   |                   | 446,610           |
| MCF Fire Alarm Replacement                   | 1,233,880         |                   |                   |                   |                   | 1,223,880         |
| New Women's Jail                             | 47,669            |                   |                   |                   |                   | 47,669            |
| Old County Courthouse Windows                | 24,022            |                   |                   |                   |                   | 24,022            |
| <b>Subtotal Other Projects-Surcharge</b>     | <b>1,884,981</b>  | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>1,884,981</b>  |
| <b>PARKS PROJECTS -<br/>PARK ACQUISITION</b> |                   |                   |                   |                   |                   |                   |
| Barrier Removal Sequoia Flat Stream          | 204,017           |                   |                   |                   |                   | 204,017           |
| Crocker Entrance Development                 |                   | 184,500           |                   |                   |                   | 184,500           |
| Crystal Springs Trail                        | 567,922           |                   |                   |                   |                   | 567,922           |
| Edgewood Park Interpretative                 | 1,321,182         |                   |                   |                   |                   | 1,321,182         |
| Fitzgerald Education Center                  |                   | 360,000           | 3,225,000         |                   |                   | 3,585,000         |
| Mirada Surf Coastal Trail                    | 158,613           |                   |                   |                   |                   | 158,613           |

| Project Description  | FY 2010-11       | FY 2011-12       | FY 2012-13       | FY 2013-14       | FY 2014-15    | Total             |
|--|------------------|------------------|------------------|------------------|---------------|-------------------|
| San Bruno Mountain Friends Prkg Lot                          |                  | 175,000          |                  |                  |               | 175,000           |
| San Bruno Mountain Sewer Line                                | 172,937          |                  |                  |                  |               | 172,937           |
| San Vicente Bridget / Coastal Trail                          | 112,500          |                  |                  |                  |               | 112,500           |
| Sanchez Adobe Upgrades                                       |                  |                  | 300,000          | 4,400,000        |               | 4,700,000         |
| Seal Cove Stairway Construction                              | 50,000           |                  |                  |                  |               | 50,000            |
| Wash Down Racks  | 179,123          |                  |                  |                  |               | 179,123           |
| <b>Subtotal Parks Projects -<br/>Park Acquisition Fund</b>   | <b>2,766,294</b> | <b>719,000</b>   | <b>3,525,000</b> | <b>4,400,000</b> | <b>0</b>      | <b>11,410,794</b> |
| <b>MARINA PROJECTS-MARINA FUNDS</b>                          |                  |                  |                  |                  |               |                   |
| Accessibility to Courtesy Dock                               |                  |                  | 60,000           |                  |               | 60,000            |
| ADA Compliance at the Marina                                 | 70,000           |                  |                  |                  |               | 70,000            |
| Anchor Park Repave Sidewalk                                  |                  |                  | 37,000           |                  |               | 37,000            |
| Dock 24 and 25 Flotation Replacmt                            |                  | 5,000            | 32,000           |                  |               | 37,000            |
| Dock 29 Plans and Specs                                      | 214,000          |                  |                  |                  |               | 214,000           |
| Kayak Shell Rowing Dock                                      |                  | 50,000           |                  |                  |               | 50,000            |
| Repave Roadway to Office / Ramp                              |                  |                  | 5,000            | 70,000           |               | 75,000            |
| Southwest Sidewalk Repair                                    |                  |                  | 25,000           |                  |               | 25,000            |
| <b>Subtotal Marina Projects -<br/>Marina Funds</b>           | <b>284,000</b>   | <b>55,000</b>    | <b>159,000</b>   | <b>70,000</b>    | <b>0</b>      | <b>568,000</b>    |
| <b>AIRPORT PROJECTS</b>                                      |                  |                  |                  |                  |               |                   |
| HAF Various Improvements                                     | 841,316          | 841,316          |                  |                  |               | 1,682,632         |
| HAF Environmental Assessment                                 |                  | 302,582          |                  |                  |               | 302,582           |
| SQL East Access Improve Phase 1                              | 234,411          | 234,411          | 234,411          |                  |               | 703,233           |
| SQL East Access Improve Phase 2                              | 143,851          | 143,851          | 143,851          | 143,851          |               | 575,404           |
| SQL RSA Study  | 31,579           | 31,579           | 31,579           | 31,579           | 31,579        | 157,895           |
| SQL Taxiway Improvements                                     | 438,800          | 438,800          |                  |                  |               | 877,600           |
| <b>Subtotal Airport Projects -<br/>Airport Funds</b>         | <b>1,689,957</b> | <b>1,992,539</b> | <b>409,841</b>   | <b>175,430</b>   | <b>31,579</b> | <b>4,299,346</b>  |
| <b>UTILITIES/FLOOD CONTROL/WATERSHED PROTECTION PROJECTS</b> |                  |                  |                  |                  |               |                   |
| Colma Creek Flood Control Zone                               | 3,000,000        |                  |                  |                  |               | 3,000,000         |
| Colma Highway Lighting district                              | 100,000          |                  |                  |                  |               | 100,000           |
| Devonshire County Sanitation District                        | 130,000          |                  |                  |                  |               | 130,000           |
| Emerald Lake Sewer Maint. District                           | 100,000          |                  |                  |                  |               | 100,000           |

| Project Description                                   | FY 2010-11        | FY 2011-12        | FY 2012-13        | FY 2013-14        | FY 2014-15     | Total             |
|---|-------------------|-------------------|-------------------|-------------------|----------------|-------------------|
| Fair Oaks SMD Sewer Line Replace                      | 1,375,000         |                   |                   |                   |                | 1,375,000         |
| Crystal Springs Sewer Replacement                     | 500,000           |                   |                   |                   |                | 500,000           |
| <b>Subtotal Projects Utilities Funds</b>              | <b>5,205,000</b>  | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>       | <b>5,205,000</b>  |
| <b>ROAD IMPROVEMENT PROJECTS</b>                      |                   |                   |                   |                   |                |                   |
| 9th Avenue Reconstruction NF Oaks                     |                   | 264,000           |                   |                   |                | 264,000           |
| 10th / Amherst Recon (Prop 1B II)                     |                   |                   |                   | 654,000           |                | 654,000           |
| 14th, 15th / Palmer Reconst NFO                       |                   | 810,000           |                   |                   |                | 810,000           |
| Camino los Robles/Franks Rec WMP                      |                   | 630,000           |                   |                   |                | 630,000           |
| Crystal Springs Bridge Project                        | 500,000           | 1,739,491         | 60,000            | 12,000,000        |                | 14,299,491        |
| La Honda Escondido                                    | 150,000           |                   |                   |                   |                | 150,000           |
| La Honda Landslide and Scenic Drive                   | 652,500           | 265,000           |                   |                   |                | 917,500           |
| Mid-Coast Drainage Project                            | 350,000           |                   |                   |                   |                | 350,000           |
| NFO Sidewalk Improvement Program                      | 100,000           |                   |                   |                   |                | 100,000           |
| Princeton/ Broadway Princeton Proj                    |                   | 480,000           |                   |                   |                | 480,000           |
| Road Maintenance                                      | 4,099,252         | 3,000,000         |                   |                   |                | 7,099,252         |
| SM Ave Reconst NFO (Prop 1B II)                       |                   |                   | 460,000           |                   |                | 460,000           |
| Cape Seal Projects (Prop 1B and II)                   |                   | 690,000           | 931,300           | 757,000           |                | 2,378,300         |
| Chip Seal Projects (Prop 1B 1)                        | 800,000           | 550,000           |                   |                   |                | 1,350,000         |
| Road Resurface (Prop 1B 1/ Stim II)                   | 1,726,000         | 1,050,000         | 700,000           | 1,157,000         |                | 4,633,000         |
| Slurry Seal Projects                                  |                   |                   |                   | 814,000           |                | 814,000           |
| <b>Subtotal Road Improvement Projects - Road Fund</b> | <b>8,377,752</b>  | <b>9,478,491</b>  | <b>2,151,300</b>  | <b>15,382,000</b> | <b>0</b>       | <b>35,389,543</b> |
|   |                   |                   |                   |                   |                |                   |
| <b>TOTAL ALL COUNTY PROJECTS</b>                      | <b>46,229,509</b> | <b>19,722,294</b> | <b>10,700,412</b> | <b>21,391,765</b> | <b>531,579</b> | <b>98,504,459</b> |

**Facility Abbreviations:**

BLTC - Burlingame Long Term Care  
COBI - County Office Building I  
COB2 - County Office Building 2  
FCIS - Facility Condition Information System  
HAF - Half Moon Bay Airport  
HOJ - Hall of Justice

HSA - Human Services Agency  
MCF - Maguire Correctional Facility  
NFO - North Fair Oaks  
SQL - San Carlos Airport  
YSC - Youth Service Center  
WCF - Women's Correctional Facility

## Capital Projects (8500D) Capital Project Funds

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 83,786            | (64,023)          |                    |                        |                   |                        |
| Intergovernmental Revenues  | 44,727            |                   | 1,427,250          | 2,716,050              | 1,288,800         | 300,000                |
| Charges for Services        | 1,040             | 6,100             | 1,656,653          | 21,509                 | (1,635,144)       | 21,509                 |
| Interfund Revenue           |                   | 16,706            |                    |                        |                   |                        |
| Miscellaneous Revenue       | 25,379            | 25,117            | 4,139              | 4,139                  |                   | 4,139                  |
| Other Financing Sources     | 8,434,282         | 7,381,614         | 29,188,713         | 28,850,721             | (337,992)         | 13,516,366             |
| <b>Total Revenue</b>        | <b>8,589,214</b>  | <b>7,365,513</b>  | <b>32,276,755</b>  | <b>31,592,419</b>      | <b>(684,336)</b>  | <b>13,842,014</b>      |
| Fund Balance                | 2,307,642         | 1,871,558         | 1,829,336          | 1,829,336              |                   | 1,829,336              |
| <b>TOTAL SOURCES</b>        | <b>10,896,856</b> | <b>9,237,071</b>  | <b>34,106,091</b>  | <b>33,421,755</b>      | <b>(684,336)</b>  | <b>15,671,350</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Fixed Assets                | 8,950,177         | 7,407,735         | 34,106,091         | 33,421,755             | (684,336)         | 15,671,350             |
| <b>Gross Appropriations</b> | <b>8,950,177</b>  | <b>7,407,735</b>  | <b>34,106,091</b>  | <b>33,421,755</b>      | <b>(684,336)</b>  | <b>15,671,350</b>      |
| <b>Net Appropriations</b>   | <b>8,950,177</b>  | <b>7,407,735</b>  | <b>34,106,091</b>  | <b>33,421,755</b>      | <b>(684,336)</b>  | <b>15,671,350</b>      |
| Contingencies/Dept Reserves | 1,946,680         | 1,829,336         |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>10,896,857</b> | <b>9,237,071</b>  | <b>34,106,091</b>  | <b>33,421,755</b>      | <b>(684,336)</b>  | <b>15,671,350</b>      |



## Accumulated Capital Outlay Fund (8200B)

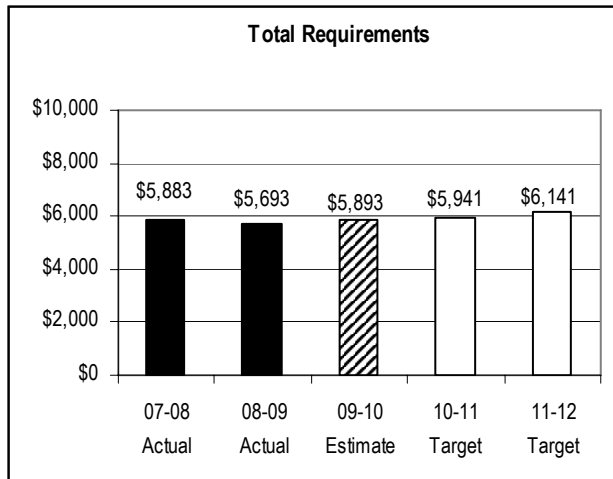
### Budget Unit Locator

County  
Environmentally Conscious  
Construction Funds

▷ **Accumulated Capital Outlay Fund**  
Courtthouse Construction Fund  
Criminal Justice Construction Fund

### Budget Unit Description

The Accumulated Capital Outlay Fund contains appropriations for County capital improvements, facilities maintenance projects and debt service payments. Revenue is generated from the sale of real property and from interest earnings on Fund Balance. The most recent sale of property that generated a significant amount of revenue (\$16.3 million) was the sale of the County's property at Polhemus in 1989. Reimbursement was also received from San Francisco International Airport for building renovations made to the Palcare Childcare Center through April 1998. This Fund is nearly depleted without an ongoing funding source.



### Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from the sale of County property and interest earnings on Fund Balances.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

### 1. Adjustments to Fund Balance

Budget adjustments have been made as follows: Fund Balance has been increased to reflect interest income received in FY 2009-10 and interest has been set aside in Reserves.

|                     |    |
|---------------------|----|
| Revenue/Sources     | 48 |
| Appropriations      | 0  |
| Re-Appropriations   | 0  |
| Intrafund Transfers | 0  |
| Reserves            | 48 |
| Net County Cost     | 0  |
| Positions           | 0  |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

### 2. Adjustments to Fund Balance

Budget adjustments have been made as follows: Fund Balance is increased by the amount of anticipated interest income received in FY 2010-11, and set aside in Reserves.

|                     |     |
|---------------------|-----|
| Revenue/Sources     | 200 |
| Appropriations      | 0   |
| Re-Appropriations   | 0   |
| Intrafund Transfers | 0   |
| Reserves            | 200 |
| Net County Cost     | 0   |
| Positions           | 0   |

**Accumulated Capital Outlay Fund (8200B)**  
**Accumulated Capital Outlay Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 240               | (190)             | 200                | 200                    |                   | 200                    |
| <b>Total Revenue</b>        | 240               | (190)             | 200                | 200                    |                   | 200                    |
| Fund Balance                | 5,643             | 5,883             | 5,693              | 5,741                  | 48                | 5,941                  |
| <b>TOTAL SOURCES</b>        | 5,883             | 5,693             | 5,893              | 5,941                  | 48                | 6,141                  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Contingencies/Dept Reserves | 5,883             |                   | 5,893              | 5,941                  | 48                | 6,141                  |
| Non-General Fund Reserves   |                   | 5,693             |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | 5,883             | 5,693             | 5,893              | 5,941                  | 48                | 6,141                  |

## Courthouse Construction Fund (8300B)

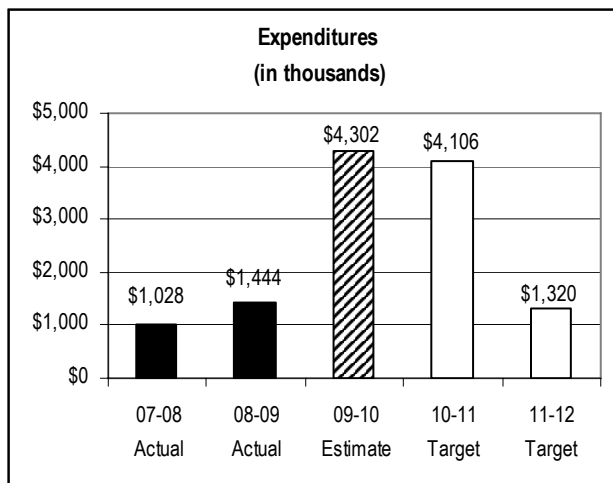
### Budget Unit Locator

County  
 Environmentally Conscious  
 Construction Funds  
 Accumulated Capital Outlay Fund  
 ▷ **Courthouse Construction Fund**  
 Criminal Justice Construction Fund

### Budget Unit Description

For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Courthouse Construction Fund for purposes of construction, rehabilitation, lease and financing courtrooms. A penalty assessment of \$1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 in fines collected pursuant to Government Code 76004.

Pursuant to G.C. Section 70404, the Administrative Office of the Courts (AOC) must approve appropriation of Courthouse Construction Funds after January 1, 2004. Exceptions to this rule include appropriations approved by the Board of Supervisors prior to January 1, 2004 and future appropriations for new or ongoing projects to correct deficiencies that could be used as grounds for rejection of the transfer of responsibility for that court facility to the State. In addition to capital improvement projects, this fund is also used to provide debt service for the Court's relocation project and the Court's prorated share of debt service for the Youth Services Center.



### Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal and traffic fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

#### 1. Adjustments to Fund Re-appropriated Capital Projects

Budget adjustments have been made as follows: one-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year and Fund Balance and Reserves for one-time projects have been eliminated. The only remaining project is the seismic retrofit of the Northern and Central Courthouses.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (293,184)   |
| Appropriations      | (2,935,519) |
| Re-Appropriations   | 2,780,063   |
| Intrafund Transfers | 0           |
| Reserves            | (137,728)   |
| Net County Cost     | 0           |
| Positions           | 0           |

#### 2. Debt Service Payment - Youth Service Center

Debt Service was reclassified to County-owned rent charges. The Department of Public Works will charge the Courthouse Construction Fund for the Courts share of debt service through the rent billing process and transfer proceeds to the Debt Service Fund.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 0         |
| Appropriations      | (834,704) |
| Re-Appropriations   | 861,687   |
| Intrafund Transfers | 0         |
| Reserves            | (26,983)  |
| Net County Cost     | 0         |
| Positions           | 0         |

**3. Debt Service Payment - Other Projects**

The prior year debt service payment for the Hall of Justice and Courts Annex projects has been eliminated. The current debt services payment for FY 2010-11 has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 0         |
| Appropriations      | (531,712) |
| Re-Appropriations   | 463,844   |
| Intrafund Transfers | 0         |
| Reserves            | 67,868    |
| Net County Cost     | 0         |
| Positions           | 0         |

**TOTAL FY 2010-11 FUNDING ADJUSTMENTS**

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (293,184)   |
| Appropriations      | (4,301,935) |
| Re-Appropriations   | 4,105,594   |
| Intrafund Transfers | 0           |
| Reserves            | (96,843)    |
| Net County Cost     | 0           |
| Positions           | 0           |

**FY 2011-12 Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

**4. Adjustments to Fund Re-Appropriated Capital Projects**

Budget adjustments have been made as follows: one-time seismic retrofit projects have been eliminated. With the transfer of Court facilities to the state in FY 2008-09, no further capital improvement projects will be appropriated from this fund once the seismic retrofit projects are completed.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (2,925,594) |
| Appropriations      | (2,780,063) |
| Re-Appropriations   | 0           |
| Intrafund Transfers | 0           |
| Reserves            | (145,531)   |
| Net County Cost     | 0           |
| Positions           | 0           |

**5. Debt Service Payment - Youth Service Center**

An appropriation for the Court's prior year pro-rated share of County-owned rent charges for the Youth Services Center has been eliminated and the current rent charge has been added.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 0         |
| Appropriations      | (861,687) |
| Re-Appropriations   | 861,687   |
| Intrafund Transfers | 0         |
| Reserves            | 0         |
| Net County Cost     | 0         |
| Positions           | 0         |

### 6. Debt Service Payment - Other Projects

An appropriation for the Muni Courts and Courts Annex projects prior year debt service payment has been eliminated and the current debt services payment has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 0         |
| Appropriations      | (463,844) |
| Re-Appropriations   | 458,413   |
| Intrafund Transfers | 0         |
| Reserves            | 5,431     |
| Net County Cost     | 0         |
| Positions           | 0         |

### TOTAL FY 2011-12 FUNDING ADJUSTMENTS

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (2,925,594) |
| Appropriations      | (4,105,594) |
| Re-Appropriations   | 1,320,100   |
| Intrafund Transfers | 0           |
| Reserves            | (140,100)   |
| Net County Cost     | 0           |
| Positions           | 0           |

**Courthouse Construction Fund (8300B)  
Courthouse Temporary Construction Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 2,670             |                   |                    |                        |                   |                        |
| Use of Money and Property        | 153,891           | (109,284)         | 70,000             | 30,000                 | (40,000)          | 30,000                 |
| Charges for Services             | 1,192,440         | 1,199,862         | 1,120,000          | 1,150,000              | 30,000            | 1,150,000              |
| Other Financing Sources          |                   | 29,156            |                    |                        |                   |                        |
| <b>Total Revenue</b>             | 1,349,001         | 1,119,734         | 1,190,000          | 1,180,000              | (10,000)          | 1,180,000              |
| Fund Balance                     | 3,598,781         | 3,919,535         | 3,595,058          | 3,311,874              | (283,184)         | 386,280                |
| <b>TOTAL SOURCES</b>             | 4,947,782         | 5,039,269         | 4,785,058          | 4,491,874              | (293,184)         | 1,566,280              |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Other Charges                    |                   |                   |                    | 861,687                | 861,687           | 861,687                |
| Other Financing Uses             | 1,028,248         | 1,444,211         | 4,301,935          | 3,243,907              | (1,058,028)       | 458,413                |
| <b>Net Appropriations</b>        | 1,028,248         | 1,444,211         | 4,301,935          | 4,105,594              | (196,341)         | 1,320,100              |
| Non-General Fund Reserves        | 3,919,535         | 3,595,058         | 483,123            | 386,280                | (96,843)          | 246,180                |
| <b>TOTAL REQUIREMENTS</b>        | 4,947,782         | 5,039,269         | 4,785,058          | 4,491,874              | (293,184)         | 1,566,280              |

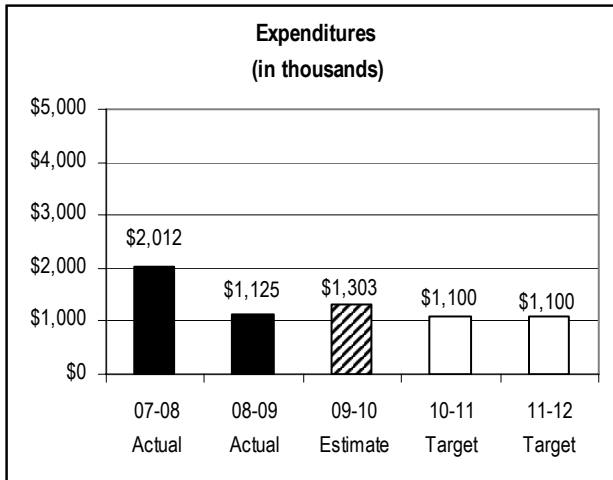
## Criminal Justice Construction Fund (8400B)

### Budget Unit Locator

- County
  - Environmentally Conscious
    - Construction Funds
      - Accumulated Capital Outlay Fund
        - Courthouse Construction Fund
          - ▷ **Criminal Justice Construction Fund**

### Budget Unit Description

For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Criminal Justice Facilities Fund for purposes of construction, reconstruction, expansion, improvement, operation or maintenance of criminal justice facilities. A penalty assessment of \$1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 in fines collected pursuant to Government Code 76004. Funds have been budgeted for a portion of the debt service payment for the lease revenue bonds issued in 1993 to build the Maguire Correctional Facility. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).



### Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

#### 1. Adjustments to Fund Re-appropriated Capital Projects

Budget adjustments have been made as follows: one-time projects have been eliminated and no new projects have been identified for FY 2010-11.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | (60,000)  |
| Appropriations      | (203,083) |
| Re-Appropriations   | 0         |
| Intrafund Transfers | 0         |
| Reserves            | 143,083   |
| Net County Cost     | 0         |
| Positions           | 0         |

#### 2. Adjustments to Fund Re-appropriated Debt Services

Appropriation for the Maguire Correctional Facility prior year debt service payment has been eliminated and the current debt service payment has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | 0           |
| Appropriations      | (1,100,000) |
| Re-Appropriations   | 1,100,000   |
| Intrafund Transfers | 0           |
| Reserves            | 0           |
| Net County Cost     | 0           |
| Positions           | 0           |

#### TOTAL FY 2010-11 FUNDING ADJUSTMENTS

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (60,000)    |
| Appropriations      | (1,303,083) |
| Re-Appropriations   | 1,100,000   |
| Intrafund Transfers | 0           |
| Reserves            | 143,083     |
| Net County Cost     | 0           |
| Positions           | 0           |

### **FY 2011-12 Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

#### **3. Adjustments to Fund Re-appropriated Capital Projects**

Budget adjustments have been made as follows: one-time projects have been eliminated and no new projects have been identified for FY 2011-12.

|                     |        |
|---------------------|--------|
| Revenue/Sources     | 60,000 |
| Appropriations      | 0      |
| Re-Appropriations   | 0      |
| Intrafund Transfers | 0      |
| Reserves            | 60,000 |
| Net County Cost     | 0      |
| Positions           | 0      |

#### **4. Adjustments to Fund Re-appropriated Debt Service**

Appropriation for the Maguire Correctional Facility prior year debt service payment has been eliminated and the current debt service payment has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | 0           |
| Appropriations      | (1,100,000) |
| Re-Appropriations   | 1,100,000   |
| Intrafund Transfers | 0           |
| Reserves            | 0           |
| Net County Cost     | 0           |
| Positions           | 0           |

#### **TOTAL FY 2011-12 FUNDING ADJUSTMENTS**

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | 60,000      |
| Appropriations      | (1,100,000) |
| Re-Appropriations   | 1,100,000   |
| Intrafund Transfers | 0           |
| Reserves            | 60,000      |
| Net County Cost     | 0           |
| Positions           | 0           |



**Criminal Justice Construction Fund (8400B)**  
**Criminal Justice Temporary Construction Fund**  
**FY 2010-11 and 2011-12 Budget Unit Summary**

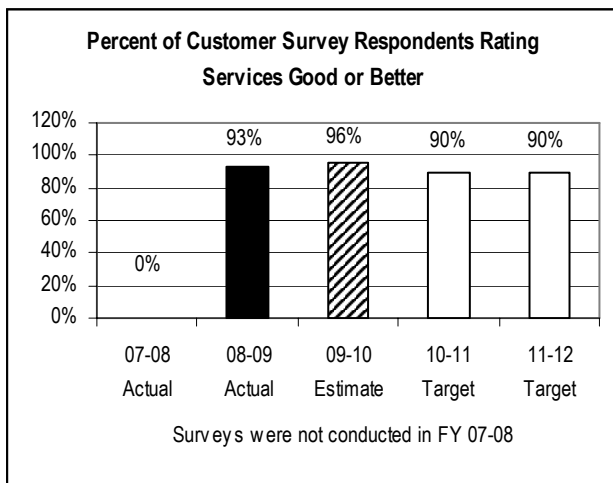
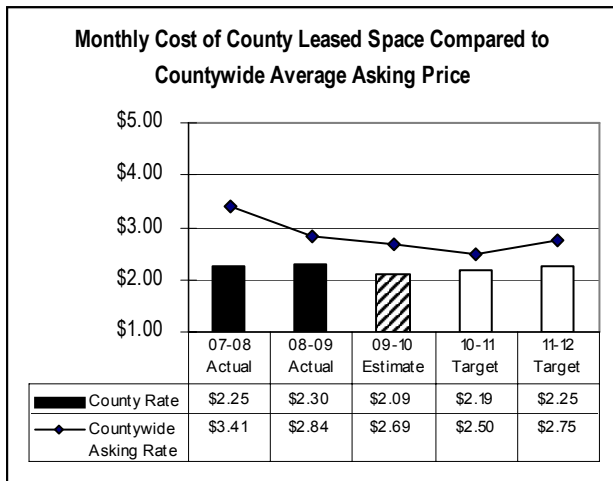
|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 1,953             |                   |                    |                        |                   |                        |
| Use of Money and Property        | 44,309            | (35,403)          | 20,000             | 10,000                 | (10,000)          | 10,000                 |
| Charges for Services             | 1,195,359         | 1,250,223         | 1,150,000          | 1,150,000              |                   | 1,150,000              |
| <b>Total Revenue</b>             | <b>1,241,621</b>  | <b>1,214,820</b>  | <b>1,170,000</b>   | <b>1,160,000</b>       | <b>(10,000)</b>   | <b>1,160,000</b>       |
| Fund Balance                     | 1,668,303         | 898,422           | 988,660            | 938,660                | (50,000)          | 998,660                |
| <b>TOTAL SOURCES</b>             | <b>2,909,924</b>  | <b>2,113,242</b>  | <b>2,158,660</b>   | <b>2,098,660</b>       | <b>(60,000)</b>   | <b>2,158,660</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Other Charges                    | 900,934           |                   |                    |                        |                   |                        |
| Other Financing Uses             | 1,110,567         | 1,124,582         | 1,303,083          | 1,100,000              | (203,083)         | 1,100,000              |
| <b>Net Appropriations</b>        | <b>2,011,501</b>  | <b>1,124,582</b>  | <b>1,303,083</b>   | <b>1,100,000</b>       | <b>(203,083)</b>  | <b>1,100,000</b>       |
| Non-General Fund Reserves        | 898,422           | 988,660           | 855,577            | 998,660                | 143,083           | 1,058,660              |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,909,924</b>  | <b>2,113,242</b>  | <b>2,158,660</b>   | <b>2,098,660</b>       | <b>(60,000)</b>   | <b>2,158,660</b>       |

## Real Property Services (1220B)

### Program Locator

- County
  - Environmentally Conscious Community
    - Department of Public Works
      - Capital Projects
        - Construction Funds
          - ▷ **Real Property Services**
            - Parks Department
            - Agricultural Commissioner / Sealer

### Headline Measures



### Program Outcome Statement

Real Property Services serves County departments, other public agencies and the public by efficiently and effectively researching historical records, negotiating leases as either landlord or tenant, disposing of surplus real property and purchasing property on behalf of the County. The Division is also responsible for creating or

renewing concession and permit agreements, and providing right of way expertise and appraisal services.

### Services and Accomplishments

Real Property Services, a unit of the County Manager's Office, primarily contributes to the Shared Vision of a Collaborative Community by 2025 by working closely with County departments to define leased facility needs, identify appropriate alternatives, negotiate leases on competitive terms and administer those agreements throughout the term of lease. The unit collaborates with County, regional, city and state agencies to find cost effective, well-considered strategies for providing services of health care, human services, transportation, outdoor activities and infrastructure maintenance by protecting the County's financial and legal interests.

The following are major accomplishments in the current year:

- Facilitated completion of the Court Facilities Transfer
- Negotiated a long-term lease and lease renewal for the headquarters of the Human Services Agency
- Participated in the County's Facility Master Plan study

### Story Behind Performance

Real Property Services continues to negotiate rates for leased facilities that are below the countywide asking rate. A rising vacancy rate and a significant increase in space available for sublease indicate that a dramatic drop in asking rates should be anticipated. As existing leases expire, staff will pursue long-term leases to ensure stable occupancy, taking advantage of the favorable rates available in the current market.

Customer service continues to be a priority for Real Property Services. The unit continues to evaluate the effectiveness of the current Customer Service survey and methodology, and develop new internal and external performance measures and tracking methods.

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

- To facilitate consolidation of Medical Clinics in the southern portion of the County
- To accommodate construction of a new jail facility
- To assist in implementation of the Countywide Facility Master Plan
- To secure flexible long-term leases at or below asking rates throughout the County

### Program Objectives

Real Property Services will meet performance targets by doing the following:

#### Maintain Monthly Leased Space Costs at \$2.69 or Lower

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

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Maintain an Overall Customer Satisfaction Rate of at Least 90%

- Distribute surveys to Real Property Services customers electronically
- Collect and analyze data to determine how to serve customers more efficiently
- Augment written surveys with telephone and face-to-face follow-up information gathering
- Increase online access to Real Property Services for departments and provide information to the public via the Community Services website.

## Performance Measures Summary Table

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>                                |                      |                      |                        |                      |                      |
| Number of leases managed   |                      |                      |                        |                      |                      |
| - County tenant  | 64                   | 64                   | 64                     | 64                   | 64                   |
| - County landlord  | 121                  | 120                  | 119                    | 115                  | 115                  |
| Area of County tenant leased space managed (sq. ft.)               | 535,467              | 548,707              | 530,853                | 560,000              | 550,000              |
| <b>How Well We Do It (Quality / Efficiency)</b>                    |                      |                      |                        |                      |                      |
| Monthly cost per square foot:                                      |                      |                      |                        |                      |                      |
| - County leased space  | \$2.25               | \$2.30               | \$2.09                 | \$2.19               | \$2.25               |
| - Countywide average asking rate                                   | \$3.41               | \$2.84               | \$2.69                 | \$2.50               | \$2.75               |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                    |                      |                      |                        |                      |                      |
| Percent of customers rating services good or better <sup>(1)</sup> | ---                  | 93%                  | 96%                    | 90%                  | 90%                  |

<sup>(1)</sup> Customer satisfaction surveys were not distributed in FY 2007-08.

## Real Property Services (1220B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 4.0               | 4.0               | 4.0                | 4.0                    |                   | 4.0                    |
| Funded FTE                | 4.0               | 4.0               | 4.0                | 4.0                    |                   | 4.0                    |
| <b>Total Requirements</b> | 2,670,241         | 3,047,685         | 3,390,769          | 3,591,455              | 200,686           | 3,591,455              |
| <b>Total Sources</b>      | 2,670,241         | 3,047,685         | 3,390,769          | 3,591,455              | 200,686           | 3,591,455              |

### Discretionary Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenue from charges to users utilizing leased facilities or by service charges for real property transactions.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; negotiated lease rate increases and decreases, elimination of one-time Fund

Balance; and increases to reimbursements (Intrafund Transfers) from departments that lease property, including the Human Services Agency, the Health System and Airports.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 200,686         | 408,058        | (207,372)           | 0        | 0               | 0         |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time projects and equipment; and increased reimbursement (Intrafund Transfers) from other departments.

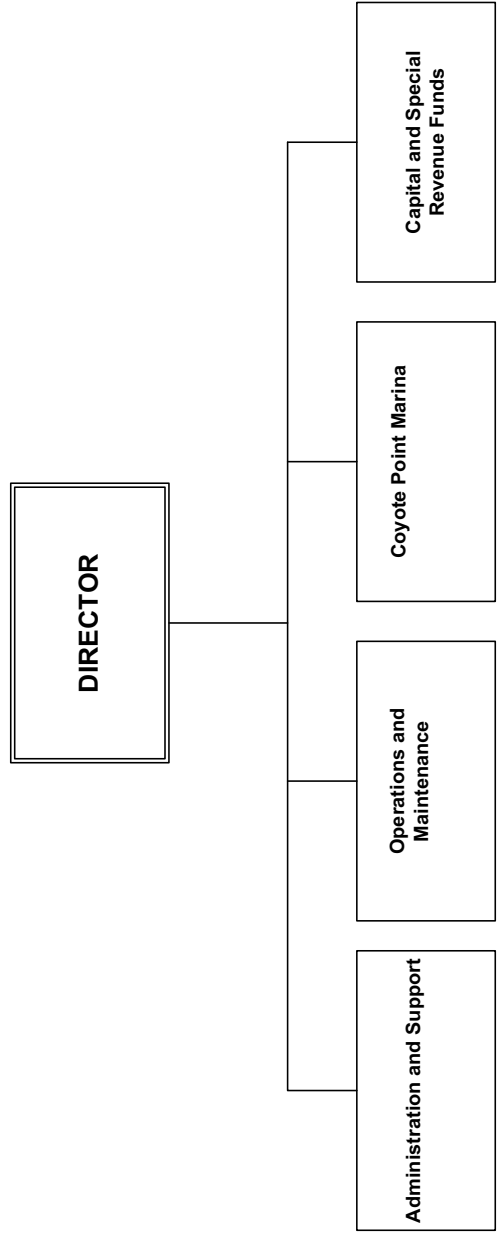
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 4,396          | (4,396)             | 0        | 0               | 0         |

## Real Property Services (1220B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

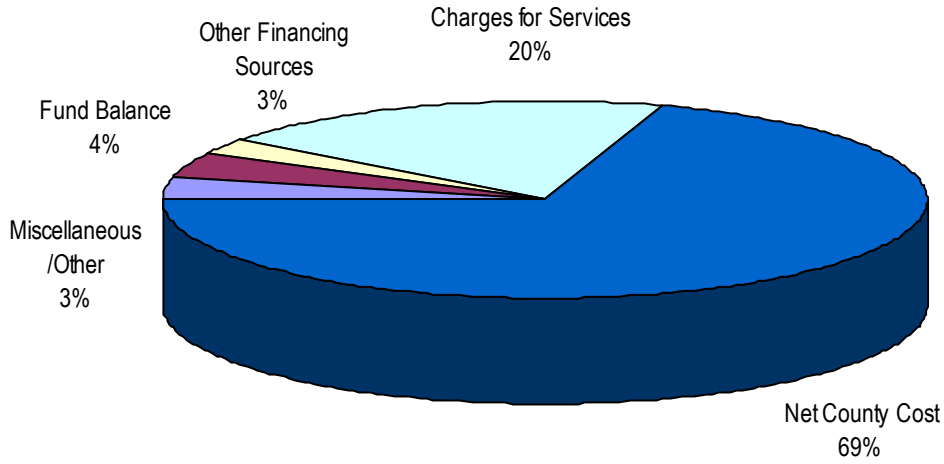
|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 229,384           | 256,961           | 256,539            | 256,539                |                   | 256,539                |
| Charges for Services        | 31,620            | 147,038           | 50,000             | 50,000                 |                   | 50,000                 |
| Interfund Revenue           | 2,343,961         | 2,519,174         | 2,776,341          | 2,977,027              | 200,686           | 2,977,027              |
| Miscellaneous Revenue       | 14,564            | 1,948             |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>2,619,529</b>  | <b>2,925,121</b>  | <b>3,082,880</b>   | <b>3,283,566</b>       | <b>200,686</b>    | <b>3,283,566</b>       |
| Fund Balance                | 50,712            | 122,564           | 307,889            | 307,889                |                   | 307,889                |
| <b>TOTAL SOURCES</b>        | <b>2,670,241</b>  | <b>3,047,685</b>  | <b>3,390,769</b>   | <b>3,591,455</b>       | <b>200,686</b>    | <b>3,591,455</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 449,996           | 563,113           | 591,611            | 625,687                | 34,076            | 630,083                |
| Services and Supplies       | 8,056             | 109,407           | 247,854            | 247,854                |                   | 247,854                |
| Other Charges               | 13,899,015        | 13,832,514        | 14,629,337         | 15,003,319             | 373,982           | 15,003,319             |
| <b>Gross Appropriations</b> | <b>14,357,067</b> | <b>14,505,034</b> | <b>15,468,802</b>  | <b>15,876,860</b>      | <b>408,058</b>    | <b>15,881,256</b>      |
| Intrafund Transfers         | (11,763,488)      | (11,765,238)      | (12,143,745)       | (12,351,117)           | (207,372)         | (12,355,513)           |
| <b>Net Appropriations</b>   | <b>2,593,579</b>  | <b>2,739,796</b>  | <b>3,325,057</b>   | <b>3,525,743</b>       | <b>200,686</b>    | <b>3,525,743</b>       |
| Contingencies/Dept Reserves | 76,662            | 307,889           | 65,712             | 65,712                 |                   | 65,712                 |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,670,241</b>  | <b>3,047,685</b>  | <b>3,390,769</b>   | <b>3,591,455</b>       | <b>200,686</b>    | <b>3,591,455</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 4.0               | 4.0               | 4.0                | 4.0                    |                   | 4.0                    |
| Funded FTE                  | 4.0               | 4.0               | 4.0                | 4.0                    |                   | 4.0                    |

# PARKS DEPARTMENT

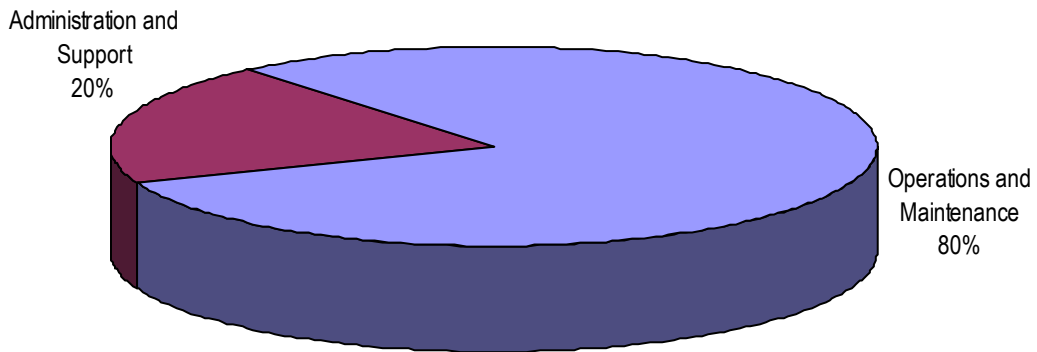


# Parks Department

## FY 2010-11 Recommended Sources



## FY 2010-11 Recommended Requirements





**Department Locator**

County

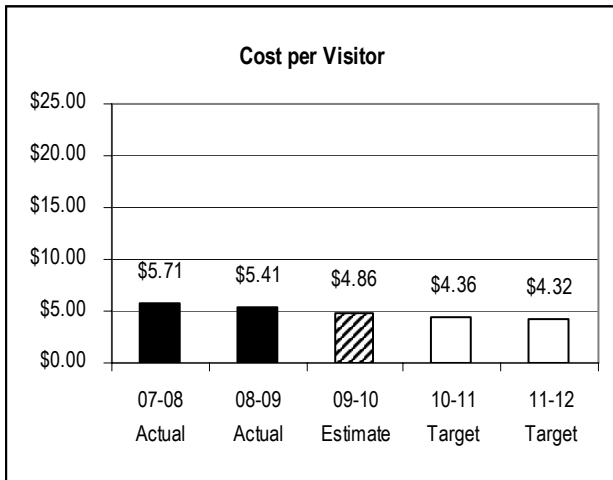
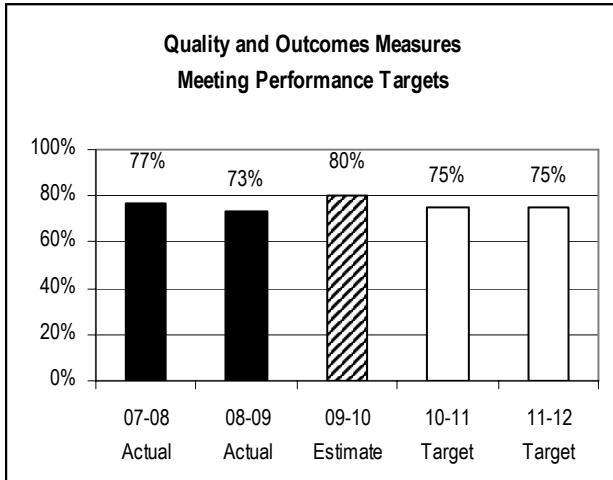
- Environmentally Conscious Community
- Department of Public Works
- Capital Projects
- Construction Funds
- Real Property Services



**Parks Department**

Agricultural Commissioner / Sealer

**Department Measures**



**Department Mission Statement**

Through stewardship, the San Mateo County Parks Department preserves our County’s natural and cultural treasures, and provides safe, accessible parks, recreation and learning opportunities to enhance the community’s quality of life.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**ENVIRONMENTALLY CONSCIOUS COMMUNITY:** Our natural resources are preserved through environmental stewardship, reducing carbon emissions, and using energy, water and land more efficiently

• **Protecting Natural and Cultural Resources**

The Parks Department’s master planning and operational efforts ensure protection and enhancement of natural and cultural resources through community involvement and provides the opportunity for County residents to access 17 park sites and recreation facilities throughout the County. For rural / urban interfaces, the Department continued the fuel load reduction projects at Junipero Serra Park, Wunderlich Park and San Bruno Mountain Park.

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

• **High School Community Service**

The Volunteer Program encouraged the community to become involved in public service and volunteerism by providing volunteer opportunities for environmental projects, school community service hours, and visitor services. The Department increased community service hour opportunities for high school students in the areas of habitat restoration and facility maintenance.

• **Environmental Events**

The Department held community environmental events including Earth Day and Coastal Cleanup Day at various County parks.

• **Fitzgerald Marine Reserve Docent Program**

The Department provided informational and educational opportunities on the history, cultural resources, and natural resources of the County through docent tours, interpretative displays and signs, printed materials, and online information.

• **Accessible Facilities**

The Department completed accessibility improvements to 30 facilities within the County Parks and reviewed and updated the Accessibility Implementation Plan.

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

• **Community and Educational Groups**

The Parks Department partnered with schools and volunteer groups to provide service learning and environmental education opportunities for elementary, middle, and high school groups.

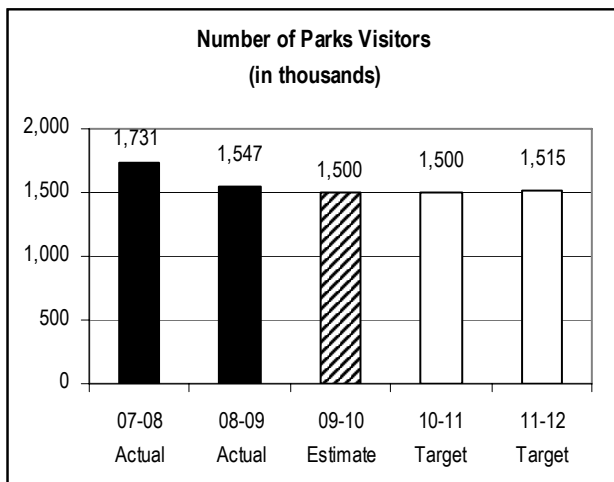
• **Friends, Commissions and a Foundation**

The Parks Department collaborated with the San Mateo County Parks Foundation in the development of the Edgewood Park

and Preserve and the Fitzgerald Marine Reserve Visitor / Education Center concept plans. In the spirit of partnership, the Parks Department collaborated with the San Mateo County Arts Commission to establish art galleries in the County Government Center buildings and assisted the Friends of San Pedro Valley volunteer group to achieve non-profit status.

- **Multi-Agency Efforts**

The Parks Department sponsored and participated in multi-agency efforts that result in regional and cost effective approaches including regional trails, preservation of critical open space, resource protection programs and standards, and regional planning efforts.



## Major Accomplishments in FY 2009-10

### ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Completed 71 accessibility improvements for better access to park facilities
- Completed 20 major programs and capital projects at approximately \$3.6 million dollars

### Major Issues to be Addressed

- **MidCoast County Initiatives** - Increase funding by \$500,000 to meet County Commitments for managing new Mid-Coast acquisitions in FY 2011-12
- **Staff Development**—Succession planning, mentoring, and skills building training are needed in response to significant staff turnover especially in management and supervisory levels
- **Mid Coast Initiatives** – Develop and implement the plan for the Mid Coast Mobility Improvement Projects
- **Funding Sources for Operations and Maintenance**—Identifying and securing adequate funding for parks operation and maintenance needs continues to be a challenge. Any decrease in funding will most likely result in park closures

- **Volunteer Issues**—The Department's capacity needs to be increased to utilize volunteer resources to support Department operations and meet community expectations
- **Arts Promotion**—To promote and support the arts, additional funding is needed to provide increased financial resources and staffing to the Arts Commission to support its expanding role that does not currently exist in the Department

## Key Department Initiatives

### 1. Midcoast Action Plan for Parks and Recreation

#### Alignment to Shared Vision:

- Environmentally Conscious Community

#### Major Issues to be Addressed:

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

#### Goal:

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

#### Objectives:

- Provide an adequate number and type recreation facilities such as ball fields and neighborhood parks to meet resident's needs
- Provide recreational programs to meet learning, health related, social, and recreational needs of the communities
- Construct a recreation center that will hold events, classes, sporting events, and other activities for local residents

#### Major Milestones:

- County assumed management of Quarry Park
- Improvements to Quarry Park were made including the addition of picnic areas, a tree house, community garden, and a restroom
- Mirada Surf West Coastal Trail Phase II was completed
- El Granada Elementary School play field restored
- Midcoast Mobility Improvement Study along the Highway 1 corridor from Half Moon Bay to Princeton was initiated with a series of public workshops, and meetings with agencies. A Draft Report was completed
- A Draft California Coastal Trail Report from Miramar to Seal Cove was completed.

#### Partners:

- Department of Public Works
- Midcoast Community Council

- Midcoast Parklands
- Midcoast Parks and Recreation Committee

**FY 2010-11 Budget Impact:**

The preparation of the master plan, environmental review, and implementation strategy is being undertaken within the FY 2010-11 Parks budget. Sources of needed additional funding for the implementation of impending Mid Coast County initiatives must be addressed in FY 2011-12

**2. Trails Master Plan Update**

**Alignment to Shared Vision:**

- Collaborative Community

**Major Issues to be Addressed:**

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

**Goals:**

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

**Objectives:**

- Establish a Blue Ribbon advisory committee to support trails planning
- Prepare and implement an updated Trails Master Plan

**Major Milestones:**

- Establish the Blue Ribbon Trails Advisory Committee
- Conduct committee meetings
- Conduct agency and public meetings
- Complete conceptual plans for major East / West and North / South trail corridors including connections through cities.

**Partners:**

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

**FY 2010-11 Budget Impact:**

The preparation of the Trails Master Plan is being undertaken within the FY 2010-11 Parks budget. Sources of needed additional funding for the implementation of the plan as outlined in the Master Plan will be outlined in the future.

**3. Volunteer Program**

**Alignment to Shared Vision:**

- Environmentally Conscious Community

**Major Issues to be Addressed:**

- Volunteer program policies, procedures, program tools new – need to train staff and volunteers
- Need for consistent method for documenting number of volunteers, activities, and volunteer hour contribution
- Volunteer database management tool developed – need to implement and train staff and volunteers

**Goals:**

- Engage and train staff and volunteers in the new program procedures and tools
- Launch volunteer database management tool
- Formalize agreements with parks friends groups

**Objectives:**

- Increase frequency of staff use of volunteer planning/assessment tools
- Increase volunteer knowledge of planning and assessment tools
- Increase number of volunteer events that are identified and created by field staff
- Volunteer database used to post, recruit and record volunteer activity

**Major milestones:**

- Staff trained and using volunteer planning and assessment tools on a regular basis
- Volunteer leaders trained on planning and assessment tools
- Increased number of staff planned/generated activities; posted on calendar; made available on-line to those seeking volunteer opportunities
- Volunteers trained to use database to search for opportunities, post hours and update contact information

**Partners:**

- San Mateo County Parks Foundation
- San Mateo County Parks friends groups
- Volunteer Horse Patrol
- San Mateo County schools
- San Mateo County community groups
- Trail Center

**FY 2010-11 Budget Impact:**

Volunteer program is operated within the Parks existing operating budget.

**4. Infrastructure Repair**

**Alignment to Shared Vision:**

- Environmentally Conscious Community

**Major Issues to be Addressed:**

- Many park facilities including trails, bathrooms, picnic shelters, roads, and utilities are over 50 years old and are at or beyond their useful lifetimes. A significant number do not meet current Americans with Disabilities Act (ADA) requirements and also are not constructed to current energy efficiency levels. Deterioration rates are increasing and maintenance costs are going up for these older facilities. In addition, changing demographics, public expectations, and uses are creating a need to modify or realign facilities with these changes

**Goal:**

- To protect, upgrade, and / or repair the Parks Department's structural assets to provide safe, sanitary, efficient, and fully functional facilities for public use and enjoyment

**Objectives:**

- Preserve and protect facilities from damage or deterioration
- Repair or upgrade facilities to meet safety, ADA, energy efficiency, maintenance, or public usage needs / standards

**Major milestones:**

- Completion of the following major projects:
- Folger Stable Renovation—Wunderlich Park
- Bay Trail Realignment and Redesign—Coyote Point Park
- Mirada Surf Trail Realignment and Upgrade – Phase II
- Final Plans and Specifications of Crystal Springs Trail Springs South of Dam Segment
- Beach Promenade Repair: Planning Phase—Coyote Point Park
- Launch Ramp Restroom Upgrade and ADA Improvements—Coyote Point Marina
- Coastal Trail and Access Ramp Plans and Specifications at Fitzgerald Marine Reserve
- Completion of repairs at San Pedro Valley Visitor's Center
- Completion of Final Plans and Specifications for South of Highway 92 project
- Installation of new ADA restroom at San Bruno Mountain
- Completed ADA and structure upgrades at the Eucalyptus Area playground at Coyote Point Park
- Completed Seal Cove Stairway at Fitzgerald Marine Reserve

**Partners:**

- Friends of Folgers Stable
- Friends of Huddart / Wunderlich
- San Francisco Public Utilities Commission
- San Mateo County Parks Foundation
- California Department of Transportation
- California Department of Parks and Recreation
- City of San Mateo
- City of South San Francisco
- California Department of Boating and Waterways

- National Oceanographic and Atmospheric Administration (NOAA)

**FY 2010-11 Budget Impact:**

No impact to the General Fund. Projects are funded out of the Parks Acquisition and Development fund from various non-county funding sources including grants and donations. Projects will be undertaken as funding is made available through these sources. This is a long-term objective.

**Other Significant Objectives by Program**

The Parks Department includes the following programs:

- Administrative and Support Services
- Operations and Maintenance

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

**Administrative and Support Services Division**

- Secure alternative funding through grants and donations to leverage Parks funds at a ratio of 4:1 or greater for replacement and repair of deteriorated infrastructure
- Develop GIS database for public use and maintenance management
- Expand and enhance parks website and internet availability of parks administrative services
- Continue the marketing of our department with our new logo through the redesign and reprinting of major printed maps and brochures
- Manage and complete capital projects and planning efforts
- Enhance Volunteer Program by fostering development of new friends groups

**Operations and Maintenance Division**

- Accelerate Americans with Disabilities Act modifications and improvements
- Continue fuel load reduction efforts reduce fire danger and vegetation Management Plan including removal of invasive species and best forest management practices
- Adopt the new logo throughout the park signage and uniforms.
- Develop updated Park Maintenance Plans for each park

**Parks Department (3900B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 4,849             | 8,561             | 7,000              | 7,000                  |                   | 7,000                  |
| Use of Money and Property        | 79,016            | 109,881           | 213,594            | 232,594                | 19,000            | 197,594                |
| Intergovernmental Revenues       | 58,113            | 23,068            | 21,000             |                        | (21,000)          |                        |
| Charges for Services             | 1,243,443         | 1,123,160         | 1,627,000          | 1,744,207              | 117,207           | 1,847,207              |
| Interfund Revenue                | 378,366           |                   |                    | 25,000                 | 25,000            | 25,000                 |
| Miscellaneous Revenue            | 132,336           | 194,672           | 70,000             | 55,000                 | (15,000)          | 55,000                 |
| Other Financing Sources          |                   | 181,848           | 274,348            | 234,348                | (40,000)          | 204,348                |
| <b>Total Revenue</b>             | <b>1,896,123</b>  | <b>1,641,191</b>  | <b>2,212,942</b>   | <b>2,298,149</b>       | <b>85,207</b>     | <b>2,336,149</b>       |
| Fund Balance                     | 296,097           | 260,149           | 103,599            | 362,569                | 258,970           | 349,569                |
| <b>TOTAL SOURCES</b>             | <b>2,192,220</b>  | <b>1,901,340</b>  | <b>2,316,541</b>   | <b>2,660,718</b>       | <b>344,177</b>    | <b>2,685,718</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 6,386,207         | 6,406,189         | 6,642,653          | 6,722,228              | 79,575            | 6,810,771              |
| Services and Supplies            | 999,134           | 1,065,592         | 987,934            | 959,369                | (28,565)          | 1,056,415              |
| Other Charges                    | 1,033,902         | 1,092,912         | 1,161,728          | 1,072,973              | (88,755)          | 1,089,750              |
| Fixed Assets                     | 120,752           | 32,042            |                    |                        |                   |                        |
| <b>Gross Appropriations</b>      | <b>8,539,996</b>  | <b>8,596,735</b>  | <b>8,792,315</b>   | <b>8,754,570</b>       | <b>(37,745)</b>   | <b>8,956,936</b>       |
| Intrafund Transfers              | (173,354)         | (185,000)         | (127,323)          | (54,997)               | 72,326            | (54,997)               |
| <b>Net Appropriations</b>        | <b>8,366,641</b>  | <b>8,411,735</b>  | <b>8,664,992</b>   | <b>8,699,573</b>       | <b>34,581</b>     | <b>8,901,939</b>       |
| Contingencies/Dept Reserves      | 143,337           | 177,811           | 194,880            | 133,119                | (61,761)          | 133,637                |
| <b>TOTAL REQUIREMENTS</b>        | <b>8,509,978</b>  | <b>8,589,546</b>  | <b>8,859,872</b>   | <b>8,832,692</b>       | <b>(27,180)</b>   | <b>9,035,576</b>       |
| <b>NET COUNTY COST</b>           | <b>6,317,758</b>  | <b>6,688,207</b>  | <b>6,543,331</b>   | <b>6,171,974</b>       | <b>(371,357)</b>  | <b>6,349,858</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>         | 56.0              | 57.0              | 52.0               | 52.0                   |                   | 52.0                   |
| <b>Funded FTE</b>                | 56.0              | 56.6              | 53.1               | 51.5                   | (1.6)             | 51.5                   |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$344,177 or 14.9% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Use of Money and Property

There is an increase of \$19,000 in this funding source due to the reinstatement of the lease for the newly renovated Folger Stable at Wunderlich County Park.

#### Intergovernmental Revenues

There is a decrease of \$21,000 in this funding source due to the elimination of one time grant funding at Edgewood County Park.

#### Charges for Services

There is an increase of \$117,207 in this funding source due to differential pricing which has now been implemented for family camping at Memorial Park and picnicking throughout all County Parks.

#### Interfund Revenue

There is an increase of \$25,000 in this funding source due to reimbursement for shared administrative services with the Local Agency Formation Commission (LAFCo).

#### Miscellaneous Revenue

There is a decrease of \$15,000 in this funding source to correct previously overstated revenues that had not been realized.

#### Other Financing Sources

There is a decrease of \$40,000 in this funding source due to the elimination of funding for staff reimbursement from the Off Highway Fund which has now been exhausted and a reduction of projected reimbursements for staff activity from the Fish and Game Propagation Fund as those projects have continued to decrease.

#### Fund Balance

There is an increase of \$258,970 in this funding source due to FY 2009-10 projected year end estimates.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$27,180 or 0.3% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$79,575 in this expenditure category due to increased retirement costs. This increase is mitigated by the mid-year elimination of two full-time positions.

#### Services and Supplies

There is a decrease of \$28,565 in this expenditure category due to cost containment of other professional contracts.

#### Other Charges

There is a decrease of \$88,755 in this expenditure category due to cost containment for Department of Public Works Vehicle charges and ISD costs.

#### Intrafund Transfers

There is a decrease of \$72,326 in this expenditure category due to the reduced appropriation for the Trails Master Plan.

#### Contingencies/Departmental Reserves

There is a decrease of \$61,761 in this expenditure category due to backfill Net County Cost reductions. The balance in General Fund Reserves represents 1.5% of Net Appropriations, which falls short of the County 2% Reserves requirement by \$40,272.

### **NET COUNTY COST**

There is a decrease of \$371,357 or 5.7% in Park's General Fund allocation to meet the County's Structural Budget Deficit Plan.

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## **FY 2011-12 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$25,000 or 0.9% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a decrease of \$35,000 in this funding source due to the anticipated elimination of leases and corresponding revenue.

#### Charges for Services

There is an increase of \$103,000 in this funding source due to the re-opening of Flood Park which has been closed by the San Francisco Public Utilities Commission for Hetch Hetchy water pipe retrofitting for most of the previous fiscal year.

#### Other Financing Sources

There is a decrease of \$30,000 in this funding source due to the elimination of funding for staff reimbursements for projects related to Fish and Game Propagation.

#### Fund Balance

There is a decrease of \$13,000 in this funding source due to unanticipated revenues and expenditures in FY 2010-11.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$202,884 or 2.3% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$88,543 in this expenditure category due to additional salary and benefit costs needed to manage San Mateo County Coastside initiatives.

#### Services and Supplies

There is an increase of \$97,046 in this expenditure category due to necessary contracts to manage San Mateo County Coastside initiatives.

#### Other Charges

There is an increase of \$16,777 in this expenditure category due to increased liability insurance and Department of Public Works motor vehicle costs associated with the San Mateo County Coastside initiatives.

#### Contingencies/Departmental Reserves

There is an increase of \$518 in this expenditure category. The balance in General Fund Reserves represents 1.5% of Net Appropriations, which falls short of the County 2% Reserves requirement by \$44,401.

### **NET COUNTY COST**

There is an increase of \$177,884 or 2.9% in Park's General Fund allocation. The major adjustments to Net County Cost are a direct result of salary and benefit, increases in services and supplies and other charges associated San Mateo County Coastside initiatives.

## Administration and Support (3910P)

### Program Locator

- County
  - Environmentally Conscious Community
    - Parks Department
      - ▷ **Administration and Support**
        - Operations and Maintenance
        - Fish and Game
        - Off-Highway Vehicle License Fees
        - Parks Acquisition and Development
        - Coyote Point Marina

### Program Outcome Statement

Administration and Support provides overall management, policy and priority setting, community outreach, procedural guidance, best management practices development, business systems support, informational materials, and fiscal and administrative services to Department staff to ensure environmental stewardship, effective and efficient use of resources, continuity, direction and leadership to achieve Department goals.

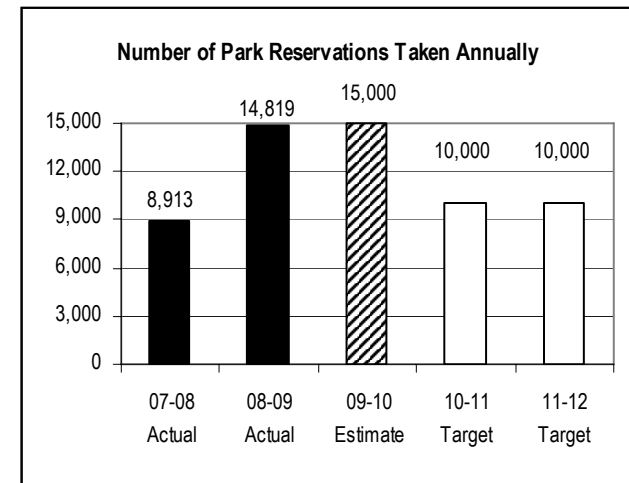
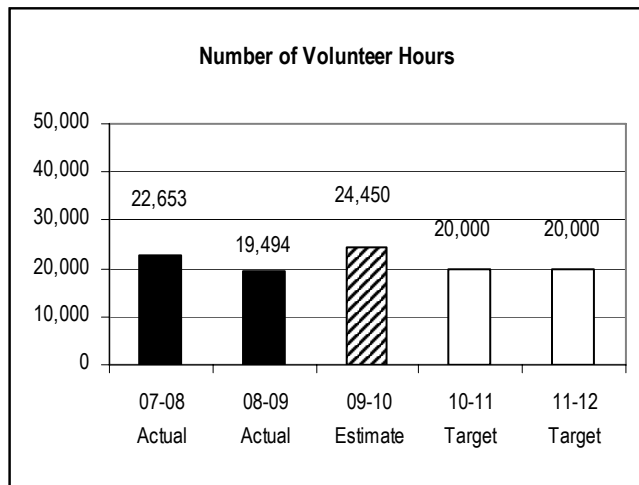
### Services and Accomplishments

The Administration and Support Services Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 by providing management and administrative support for the Parks Department and oversight of the Fish and Game Fund, Off-Highway Vehicle License Fees Fund, and the Parks Acquisition and Development Fund. Staff develops policies and procedures, provides fiscal and administrative support including payroll, personnel, concessionaire management, Marina berth rental billing, special event permitting, and completes over 14,000 park facility reservations annually. Administrative support for the Parks and Recreation Commission, the Arts Commission, and the San Bruno Mountain Habitat Conservation Plan is provided.

The following are major accomplishments in the current year:

- Completed construction plans for Coyote Point Promenade, Crystal Springs Trail South of Dam and South of Highway 92, Fitzgerald Marine Reserve Beach Access, Fitzgerald Marine Reserve Coastal Trail and San Bruno Mountain sewer line
- Completed the 2010 California Coastal Trail plan for the Midcoast
- Constructed the Coyote Point Bay Trail
- Turned over responsibilities for the Anza Fisherman's Park maintenance to the State Lands Commission
- Accepted Juncus and Tank Ravines land dedication (largest dedication of land pursuant to the Habitat Conservation Plan) at San Bruno Mountain State and County Park
- Approved San Bruno Mountain Habitat Conservation Plan Amendment for the Northeast Ridge and certified the Negative Declaration
- Completed Highway 1 MidCoast Mobility Improvement Project from Half Moon Bay to Princeton

### Headline Measures



### Story Behind Performance

Parks Administrative staff continues to look for long-term funding for the projects within the park system. Staff updated the five-year Capital Projects plan containing 417 projects totaling \$115 million to prioritize funded parks capital projects and programs. Seven of the proposed Capital Projects were completed this fiscal year. Operations and Maintenance staff will focus on implementing the management of capital projects addressed in the plan as they are completed. For the remaining unfunded needs, staff will perform



maintenance and repair where possible to keep facilities and areas safe and serviceable. The Department of Parks leverages its investment of project management resources on grant funded projects resulting in more than a 20:1 return of department resources invested.

A major challenge facing the Parks Department in FY 2009-10 was identifying and finding adequate funding for needed infrastructure repairs to support management's commitment to projects coming online such as Pillar Point Bluff, Devil's Slide, Quarry Park Sharp Park Golf Course and other Midcoast initiatives underway for safe pedestrian access on the Midcoast, the insufficient number of staff to cover existing resources and needs, and the transfer of public park lands for better public use. The Department's Extra Help recruitment and hiring process of Park Aides continued to evolve including the implementation of online applications and new recruitment materials. In addition, training and skills development for staff was coordinated in the areas of general orientation, law enforcement, CPR, policies, trades skills, public protection, interpretive skills, vegetation management, and customer service.

As anticipated, activity on the Parks Department online reservation system continues to outpace telephone reservation calls by an astounding 9:1 while we continue to see an increase in park reservations and usage in reservable picnic and camping sites within the park system. Utilizing the reservation system as a mechanism for sending and receiving customer satisfaction surveys as well as reservations made online and through the office has continued to be successful.

The Department continues to track the grants applied for through local, State and Federal agencies. However, due to the current economic climate, the number of outside funding opportunities is lower than experienced in many years. Many grant funded projects have been delayed due to freezes in grant funding. The Parks Foundation continues to support the Department by providing private funds for projects and programs. Additionally, staff is working with various external local agencies to develop regional approaches to manage park resources for the peninsula.

Administration staff also provides support to the Arts Commission. The Commission continues to curate art showings at several County building locations and building a countered network for promoting the arts. The Commission is actively looking at other successful arts councils and organizations to extrapolate new ways to collaborate with Nonprofits and raise funds. The Commission strongly advocates arts education and will be providing funding and support for programs. The Arts Commission is developing a role as a facilitator in connecting artists, non-profits, and agencies seeking art.

The realities of budget and staff reductions present increased opportunities to engage more citizens in volunteerism. Citizen contributions are vitally important to the stewardship of San Mateo County Parks. An extensive review of the existing Volunteer Program, including an evaluation of past activities, practices and partnerships during the past 10 years, provided the framework for a new volunteer program. The new program sets a foundation and structure for replicating best volunteer practices, including institution

of policies, procedures and tools that support volunteer-staff relationships and expands the number of engaged volunteers. The new program also strives to further strengthen successful partnerships, such as the one that exists with the Trail Center, a group of volunteers dedicated to building and improving trails in the Bay Area. During FY 2009-10, volunteer trail leaders from the Trail Center partnered with San Mateo County Department of Parks staff and community volunteers to work in three County Parks. Through this effort, trails were significantly improved and citizens obtained hands-on experience and knowledge of the work required to maintain the trails enjoyed by residents and visitors.

With the creation and implementation of volunteer program policies, procedures and planning tools, the Volunteer Program is in a good position to grow and engage more citizens and community groups. In addition, these elements support department employees in better understanding how to effectively engage volunteers, while at the same time realizing volunteers' ability to become trained and more involved in stewardship activities. A training scheduled for this spring puts into place a new manual developed to guide staff in roles with volunteers and to put trained volunteers side-by-side staff in clearly defined park activities.

In addition to training and arming staff with the required tools to be more effective in partnerships with volunteers, the Department developed Memorandum of Understanding with each of our Friends' groups in parks where such an arrangement exists. This document provides the framework for the Friends as well as Department staff in planning and executing activities. The document also provides clarity on the respective roles of Friends and staff in the parks and should enhance outcomes as each strives towards their respective missions.

Historically, volunteer hours have not been collected or documented in a consistent manner. Contracting with a volunteer database management company experienced in working with municipalities has allowed the Department to establish a system that more accurately captures volunteer information, interests, training and special skills. It is expected that the new volunteer database tool will support enhanced volunteer recruitment efforts as well as the implementation of a new volunteer recognition program. The volunteer database and Volunteer Activity Calendar will work hand-in-hand to make volunteer activities more readily available to those seeking volunteer opportunities.

In order to improve the quality of print communication materials and enhance recognition of San Mateo County Parks, the Department redesigned its graphic mark, maps and brochures. The process included input and assessments by administrative and field staff as well as a survey of park users. A graphic designer and cartographer experienced in producing materials for other park and open space clients were selected. The new brochures are functional for park visitors, have a contemporary look, are easier to read and are more cost-effective.

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

- To conduct a feasibility analysis for the operation and management of Sharp Park Golf Course
- To seek sources of funding to develop a conceptual plan for the Highway 1 Midcoast Mobility Improvement Project from Princeton North to Devils Slide, and for implementation of the entire Midcoast Mobility Improvement Project from Half Moon Bay to Devil's Slide
- To secure Memorandums of Understanding with all volunteer organizations
- To complete Regional Trail Master Plan and continue implementation in coordination with other Federal, State Parks, open space agencies, and cities
- To develop a management plan for Devil's Slide Coastal Trail responsibility
- To increase County Park Foundation opportunities to help fund County Parks management and operations as well as capital projects

Ensure that at Least 80% of Capital and Major Projects are Completed on Time and within Budget

- Continue to obtain accurate project cost estimates and solicit bids from all interested parties to obtain the lowest qualified bid
- Continue to develop accurate time frames for projects and manage project tasks to ensure completion on time
- Enhance working relationship with Department of Public Works staff to more closely manage project costs and work schedules

**Program Objectives**

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

Ensure that at Least 10,000 Park Reservations are Taken Annually

- Provide cross-training to meet demand of phone reservations, which is particularly more in the spring and summer months
- Encourage the public to use the reservations system through contacts with field staff
- Market the availability of the online reservations system

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Enhance existing printed materials, including continuing process of revising brochures
- Continue to actively promote the completion of customer satisfaction surveys with the goal of returning surveys from 500 park users and 15% of park reservation users
- Continue to expand public involvement in planning and project development efforts for park issues through actively inviting the public to planning workshops on planning projects

Maintain Volunteer Hours 20,000 Annually

- Continue partnership with and promotion of Friends' groups and other support group organizations that lead docent-led tours for schoolchildren to help maintain trails and native plant restoration
- Continue involvement with volunteers from educational institutions and their service learning programs, such as students from local high schools who volunteer to pull weeds and provide other services in parks
- Promote volunteer opportunities and programs through media resources and cost-free advertising such as event listings in local newspapers
- Identify and forge new partnerships such as with area schools that may provide a number of volunteer hours over a longer period of time

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Total number of park reservations taken annually                                     | 8,913                | 14,819               | 15,000                 | 10,000               | 10,000               |
| Number of volunteer hours  | 22,653               | 19,494               | 24,450                 | 20,000               | 20,000               |
| Number of applications for funding   | 9                    | 11                   | 6                      | 5                    | 5                    |
| Number of Parks Capital Projects   | ---                  | 6                    | 7                      | 8                    | 6                    |
| <b>How Well We Do It (Quality / Efficiency)</b>                                      |                      |                      |                        |                      |                      |
| Percent of park reservations taken online  | 0%                   | 58%                  | 86%                    | 80%                  | 80%                  |
| Number of Capital Projects funded by outside sources                                 | ---                  | 2                    | 5                      | 5                    | 4                    |
| Percent of Capital Projects completed on time and within budget                      | ---                  | 83%                  | 88%                    | 88%                  | 85%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                                      |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better <sup>(1)</sup> | ---                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Dollar value of volunteer hours  | \$319,634            | \$283,320            | \$379,750              | \$270,000            | \$270,000            |

<sup>(1)</sup> No surveys regarding Administrative Services were received in FY 2007-08

### **Administration and Support (3910P) Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 9.0               | 10.0              | 8.0                | 8.0                    |                   | 8.0                    |
| Funded FTE                | 9.0               | 10.0              | 8.7                | 8.0                    | (0.7)             | 8.0                    |
| <b>Total Requirements</b> | 1,437,323         | 1,457,855         | 1,851,808          | 1,748,961              | (102,847)         | 1,756,569              |
| <b>Total Sources</b>      | 520,956           | 449,557           | 518,881            | 762,851                | 243,970           | 689,851                |
| <b>Net County Cost</b>    | 916,367           | 1,008,297         | 1,332,927          | 986,110                | (346,817)         | 1,066,718              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| Non-Mandated Services     |                   |                   | 1,332,927          | 986,110                | (346,817)         | 1,066,718              |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$986,110 or 56.4%, of which \$986,110 or 100% is discretionary. This discretionary amount includes management of the Parks Operations and Maintenance Program, oversight of grants management, general administration support for the Parks Department, oversight of park reservations, and performance of fiscal services for the Parks Department.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and Miscellaneous Revenue has been reduced because budgeted revenue in the account has not been realized and Fund Balance has been increased for the upcoming fiscal year.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 243,970         | (51,158)       | 0                   | 0        | (51,158)        | 0         |

### 2. Revenues

Budgeted revenues have been reduced for an anticipated cellular tower that was planned to be installed in Parks property but has been postponed indefinitely and the mid-year elimination of an Administrative Secretary position shared with LAFCo.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 243,970         | 0              | 0                   | 0        | (243,970)       | 0         |

### 3. Adjustments to Meet Budget Target

Operating costs have been eliminated or reduced to meet the budget target. These reductions include the elimination of one Administrative Secretary position, reducing professional contracts, technology costs, copier costs, changing water providers, and reducing the number of memberships and periodicals. These reductions will allow the Department to realize budget savings in mostly non-public service related areas. A corresponding reduction in Net County Cost results from these changes.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (62,254)       | 0                   | (61,761) | (123,015)       | 0         |

### 4. Elimination of One Time Funding

One-time funding provided for the Trails Master Plan has been eliminated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 0              | 72,326              | 0        | 72,326          | 0         |

## TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves   | Net County Cost | Positions |
|-----------------|----------------|---------------------|------------|-----------------|-----------|
| \$243,970       | (\$113,412)    | \$72,326            | (\$61,761) | (\$345,817)     | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 7,090          | 0                   | 0        | 7,090           | 0         |

### 6. General Fund Reserves

Reserves have been increased due to anticipated savings in FY 2010-11.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 0              | 0                   | 518      | 518             | 0         |

### 7. Adjustments to Adjust for Loss of State Funding

Budget adjustments have been made to reflect the elimination of reimbursement revenue from funds such as the Off Highway Vehicle License Fee Fund and the Fish and Game Propagation Fund which is no longer able to sustain full reimbursement to the Administrative Division. Fund Balance is being reduced based on anticipated revenues and expenditures in FY 2010-11.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (73,000)        | 0              | 0                   | 0        | 73,000          | 0         |

### TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS

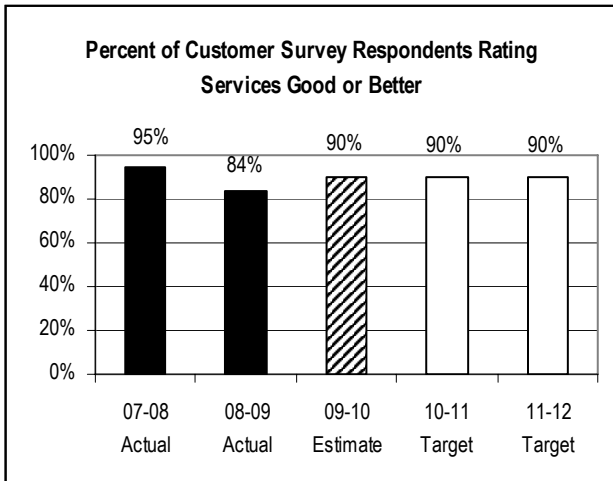
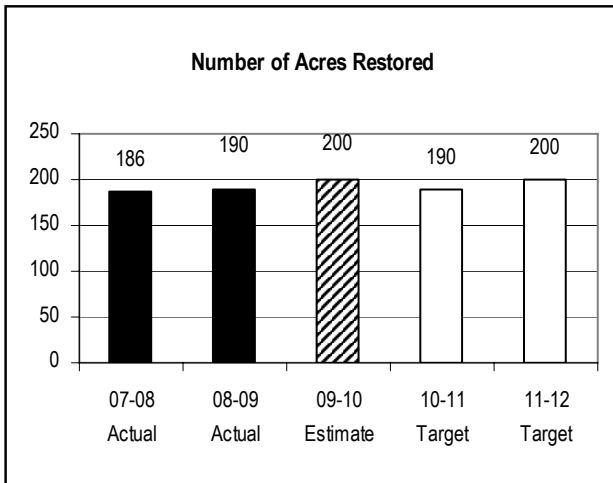
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (73,000)        | 7,090          | 0                   | 518      | 80,608          | 0         |

## Operations and Maintenance (3930P)

### Program Locator

- County
  - Environmentally Conscious Community
    - Parks Department
      - Administration and Support
      - ▶ **Operations and Maintenance**
      - Fish and Game
      - Off-Highway Vehicle License Fees
      - Parks Acquisition and Development
      - Coyote Point Marina

### Headline Measures



### Program Outcome Statement

Through the Operations and Maintenance Program, current and future generations of people with diverse interests and abilities are provided with the opportunity to access open and green spaces in which natural resources are managed and preserved and to use safe, well-maintained park facilities that support their recreational, educational and quality of life needs.

### Services and Accomplishments

The Operations and Maintenance Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 by providing recreational opportunities while protecting, preserving and enhancing the varied resources of the parks system. This includes interpretation, facility maintenance, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, volunteer programs, and medical, fire and law enforcement responses.

The following are major accomplishments in the current year:

- Began management of the Pillar Point Bluff open space next to the Fitzgerald Marine Reserve
- Completed the renovation of the Historic Folger Stable Building at Wunderlich Park
- Coordinated the reroofing of The Carriage House at Wunderlich Park
- Completed an upgrade for RV Trailer camping at Coyote Point Recreational Area
- Completed the re-rocking of trails at Huddart Parks and Jack Brook Horse Camp

### Story Behind Performance

Operations and Maintenance staff have developed a strategy of managing limited resources by focusing on the essential functions necessary to keep parks running (primarily health and safety) and focusing on the facilities with the highest number of users.

The performance measurement of the number of acres restored applies to treatment of areas to reduce or eliminate non-native exotic and invasive weed infestations. The Parks Department continues its ongoing efforts to eradicate exotic flammable vegetation such as eucalyptus in order to reduce fire hazards within and around the perimeter of its parks. There has been ongoing mowing of the serpentine grasslands at Edgewood Park, habitat enhancement of the bluffs at Fitzgerald Marine Reserve and mowing of the bluff at Mirada Surf West to control Bristly Ox-tongue. The San Bruno Mountain Habitat Conservation Plan provides for the extensive treatment of exotic vegetation control and habitat enhancement for several federally listed endangered species of butterflies. The effort encompasses the treatment or removal of non-native plants, with or without replanting and with an expectation of minimal follow up as a result of the treatment.

The percent of survey respondents rating service and facilities as good or better has been consistent but had previously been based on a small number of paper surveys that were submitted to the Parks Department. The new automated reservation system now allows the Department to send electronic messages to parks users and send links to customer surveys.

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

- To open multi-agency regional trails to well accommodate trail users with dogs, and decrease user conflicts throughout the parks system, such as between equestrians and cyclists
- To partner with regional agencies to manage open spaces and regional trails
- To partner with Midcoast Parklands to continue management of Quarry Park
- To manage the various demands on limited resources including staff time, equipment and budget while addressing challenging demographic and population trends affecting the number of park visitors, the number of volunteers available, the types of visitor services needed and expected
- To partner with Friends of Wunderlich Park to operate the Folger Stable as a non-profit benefitting the public with a historical program

**Program Objectives**

The Parks and Recreation Operations and Maintenance Program will meet performance targets by doing the following:

Achieve 100% of Planned Restored Acreage

- Identify and treat areas to reduce or eliminate exotic and invasive weed infestations
- Perform ongoing eradication of exotic flammable vegetation such as eucalyptus in order to reduce fire hazards within and around the perimeter of its parks
- Ensure the standards of the Decision Making Guidelines for Vegetation Management are implemented across the Department
- Prioritize specific acreage projects within the County Parks Decision Making Guidelines for Vegetation Management to support restoration with available grant funds

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Maintain basic levels of service such as restroom cleaning and garbage cleanup despite service level reductions in an order prioritized by those parks and facilities with higher usage
- Make every effort to see that at least 500 customer satisfaction surveys are completed and returned through electronic mailings to reservations users
- Respond to specific issues raised in customer service surveys
- Update parks policies and procedures to ensure all staff have the most up to date knowledge and written materials are clear to visitors

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of acres restored  | 186                  | 190                  | 200                    | 190                  | 200                  |
| Number of ADA improvements  | 46                   | 24                   | 71                     | 30                   | 30                   |
| Number of family campsite nights available  |                      |                      |                        |                      |                      |
| - Memorial Day to Labor Day   | 156                  | 156                  | 156                    | 156                  | 156                  |
| - Labor Day to Memorial Day   | 46                   | 46                   | 50                     | 50                   | 50                   |
| Number of youth campsite nights available   |                      |                      |                        |                      |                      |
| - Memorial Day to Labor Day   | 10                   | 10                   | 10                     | 10                   | 10                   |
| - Labor Day to Memorial Day <sup>(1)</sup>  | 1                    | 1                    | 1                      | 1                    | 1                    |
| <b>How Well We Do It (Quality / Efficiency)</b>                                     |                      |                      |                        |                      |                      |
| Percent of family campsite nights utilized <sup>(2)</sup>                           |                      |                      |                        |                      |                      |
| - Memorial Day to Labor Day   | 100%                 | 95%                  | 99%                    | 95%                  | 95%                  |
| - Labor Day to Memorial Day   | 100%                 | 95%                  | 77%                    | 80%                  | 80%                  |
| Percent of youth campsite nights utilized <sup>(2)</sup>                            |                      |                      |                        |                      |                      |
| - Memorial Day to Labor Day   | 70%                  | 70%                  | 67%                    | 70%                  | 70%                  |
| - Labor Day to Memorial Day   | 50%                  | 50%                  | 70%                    | 50%                  | 50%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                                     |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating service and facilities good or better | 95%                  | 84%                  | 90%                    | 90%                  | 90%                  |
| Number of visitors  | 1,546,940            | 1,730,749            | 1,500,000              | 1,500,000            | 1,515,000            |
| Tons of park user waste recycled <sup>(3)</sup>                                     | 186                  | 195                  | 240                    | 200                  | 200                  |
| Tons of green waste recycled <sup>(4)</sup>   | ---                  | ---                  | ---                    | 100                  | 100                  |
| Number of youth served in youth campsites <sup>(5)</sup>                            |                      |                      |                        |                      |                      |
| - Memorial Day to Labor Day   | 188                  | 150                  | 85                     | 100                  | 100                  |
| - Labor Day to Memorial Day   | 199                  | 199                  | 315                    | 200                  | 200                  |

<sup>(1)</sup> The Youth Overnight Camping area at Huddart Park is open all year long. The Youth Overnight Camping areas at Memorial and Sam McDonald Parks are closed annually from mid October through mid May because accessing these camps in winter weather is not advisable.

<sup>(2)</sup> A snapshot of percent of family camping utilization and youth camping utilization is taken annually during the last weekend in June and the last weekend in September.

<sup>(3)</sup> It is measuring plastic, aluminum and paper recycling only in the Parks.

<sup>(4)</sup> This is measuring the amount of concrete and asphalt, construction debris, dirt and tree debris in the Parks diverted from landfills.

<sup>(5)</sup> A snapshot of number of youth served in youth camping is taken by counting the number of youth reserved at the youth camp annually during the last weekend on June and the last weekend in September.



## Operations and Maintenance (3930P) Resource Allocation Summary

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution            | 47.0              | 47.0              | 44.0               | 44.0                   |                   | 44.0                   |
| Funded FTE                   | 47.0              | 46.6              | 44.5               | 43.6                   | (0.9)             | 43.6                   |
| <b>Total Requirements</b>    | 7,072,656         | 7,131,692         | 7,008,064          | 7,083,731              | 75,667            | 7,279,007              |
| <b>Total Sources</b>         | 1,671,265         | 1,451,782         | 1,797,660          | 1,897,867              | 100,207           | 1,995,867              |
| <b>Net County Cost</b>       | 5,401,391         | 5,679,909         | 5,210,404          | 5,185,864              | (24,540)          | 5,283,140              |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>Non-Mandated Services</b> |                   |                   | 5,210,404          | 5,185,864              | (24,540)          | 5,283,140              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,185,864 or 84%, of which \$5,185,864 or 100% is discretionary. This discretionary amount includes facility maintenance, visitor services, park interpretation, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, and medical, fire and law enforcement response for all County Parks.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 145,580        | 0                   | 0        | 145,580         | 0         |

#### 2. Differential Pricing in County Parks

Revenues have been increased to include differential pricing which has been implemented for family camping at Memorial Park and picnicking throughout all County Parks. These revenues have been offset by the elimination of one-time grant funding and the elimination of funding for staff reimbursement from the Off Highway Vehicle License Fee Fund which has now been exhausted, and a reduction of projected reimbursements for staff activity from the Fish and Game Propagation Fund as those projects have continued to decrease.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 100,207         | 0              | 0                   | 0        | (100,207)       | 0         |

**3. Adjustments to Meet Budget Target**

Operating costs have been eliminated or reduced to meet the budget target. These reductions include reductions to motor vehicle charges and ISD costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (69,913)       | 0                   | 0        | (69,913)        | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| \$100,207       | \$75,667       | 0                   | 0        | (24,540)        | 0         |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 53,053         | 0                   | 0        | 53,053          | 0         |

**5. Reopening of Flood Park**

Revenues have been increased to reflect reservation and vehicle entry fees associated with the reopening of Flood Park which was closed for water pipe replacement by the San Francisco Public Utility Commission for most of FY 2010-11 as well as a reimbursing revenue from funds such as the Off Highway Road Fund which is being eliminated and will longer reimburse the Operations Division for time and materials related to Off Highway mitigation.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 98,000          | 0              | 0                   | 0        | (98,000)        | 0         |

**6. Miscellaneous Costs for Coastside Initiatives**

Operating costs have been increased for costs associated with the San Mateo County Coastside initiatives including an increase for Extra Help field staff, increases for necessary contracts to manage these initiatives and increased liability insurance and motor vehicle charges associated with these initiatives.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 142,223        | 0                   | 0        | 142,223         | 0         |

**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 98,000          | 195,276        | 0                   | 0        | 97,276          | 0         |

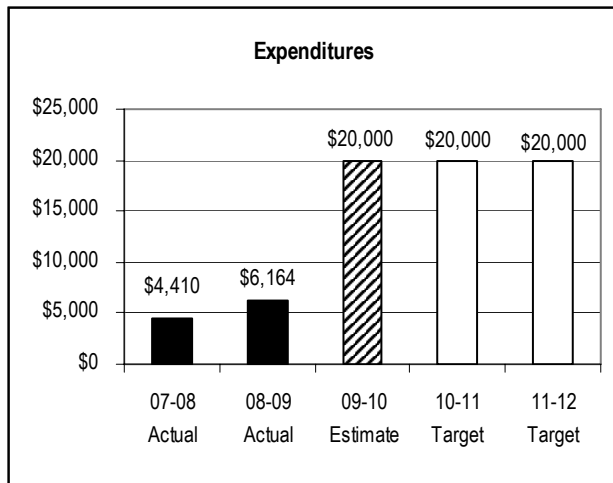
## Fish and Game (3950B)

### Program Locator

County  
 Environmentally Conscious Community  
 Parks Department  
 Administration and Support  
 Operations and Maintenance  
 ▷ **Fish and Game**  
 Off-Highway Vehicle License Fees  
 Parks Acquisition and Development  
 Coyote Point Marina

### Budget Unit Description

The Fish and Game Propagation Fund is used for the propagation and conservation of fish and wildlife, and related environmental education programs within and / or outside the County.



### Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from fines collected for violations of the California Fish and Game Code in San Mateo County.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: a decrease in Fund Balance from FY 2009-10 and a reduction in Services and Supplies to offset ongoing Fish and Game projects.

|                     |         |
|---------------------|---------|
| Revenue/Sources     | (5,000) |
| Appropriations      | (5,000) |
| Intrafund Transfers | 0       |
| Reserves            | 0       |
| Net County Cost     | 0       |
| Positions           | 0       |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2011-121 Recommended Budget:

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

Budget adjustments have been made as follows: a decrease in Reserves to cover ongoing projects.

|                     |          |
|---------------------|----------|
| Revenue/Sources     | (12,000) |
| Appropriations      | 0        |
| Intrafund Transfers | 0        |
| Reserves            | (12,000) |
| Net County Cost     | 0        |
| Positions           | 0        |

**Fish and Game (3950B)**  
**Fish and Game Propagation Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 2,210             | 3,572             | 3,000              | 2,000                  | (1,000)           | 2,500                  |
| Use of Money and Property        | 3,120             | (2,095)           | 3,000              | 500                    | (2,500)           | 500                    |
| <b>Total Revenue</b>             | <b>5,331</b>      | <b>1,477</b>      | <b>6,000</b>       | <b>2,500</b>           | <b>(3,500)</b>    | <b>3,000</b>           |
| Fund Balance                     | 75,221            | 76,142            | 71,454             | 69,954                 | (1,500)           | 57,454                 |
| <b>TOTAL SOURCES</b>             | <b>80,552</b>     | <b>77,618</b>     | <b>77,454</b>      | <b>72,454</b>          | <b>(5,000)</b>    | <b>60,454</b>          |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Services and Supplies            | 4,410             | 6,164             | 20,000             | 15,000                 | (5,000)           | 15,000                 |
| <b>Net Appropriations</b>        | <b>4,410</b>      | <b>6,164</b>      | <b>20,000</b>      | <b>15,000</b>          | <b>(5,000)</b>    | <b>15,000</b>          |
| Non-General Fund Reserves        | 76,142            | 71,454            | 57,454             | 57,454                 |                   | 45,454                 |
| <b>TOTAL REQUIREMENTS</b>        | <b>80,552</b>     | <b>77,618</b>     | <b>77,454</b>      | <b>72,454</b>          | <b>(5,000)</b>    | <b>60,454</b>          |

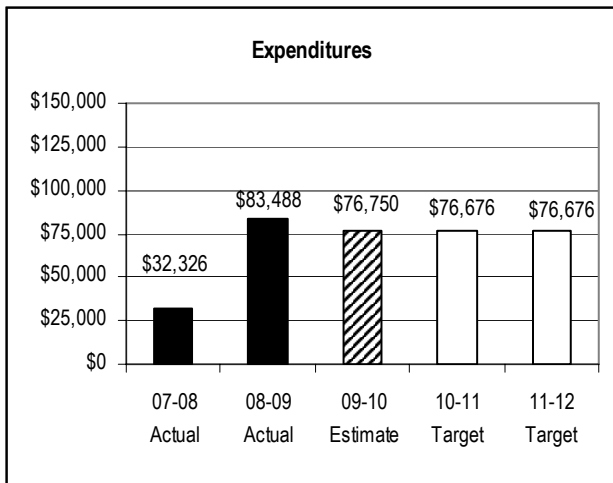
## Off-Highway Vehicle License Fees (3960B)

### Program Locator

- County
  - Environmentally Conscious Community
    - Parks Department
      - Administration and Support
      - Operations and Maintenance
      - Fish and Game
    - ▷ **Off-Highway Vehicle License Fees**
      - Parks Acquisition and Development
      - Coyote Point Marina

### Budget Unit Description

The Off-Highway Vehicle Fund is used for the development of off-highway vehicle trails and facilities, restoration of areas damaged by illegal off-highway vehicle use and for the control of activities related to the use of off-highway vehicles. The revenue, which has been eliminated by the State, previously came from off-highway vehicle license fees and interest on the balance in the fund.



### Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue previously received from fines collected for violations of the California Fish and Game Code in San Mateo County. This revenue source has been eliminated by the State.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: a reduction in Fund Balance and a reduction in Reserves to offset ongoing Off Highway projects within the County parks.

|                     |          |
|---------------------|----------|
| Revenue/Sources     | (40,000) |
| Appropriations      | (74)     |
| Intrafund Transfers | 0        |
| Reserves            | (39,926) |
| Net County Cost     | 0        |
| Positions           | 0        |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget

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

Budget adjustments have been made as follows: the elimination of all remaining Fund Balance due to the elimination of what was once ongoing funding from the State. The County will no longer receive Off -Highway from the State.

|                     |          |
|---------------------|----------|
| Revenue/Sources     | (76,676) |
| Appropriations      | (76,676) |
| Intrafund Transfers | 0        |
| Reserves            | 0        |
| Net County Cost     | 0        |
| Positions           | 0        |

**Off-Highway Vehicle License Fees (3960B)**  
**Off-Highway Vehicle License Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 9,447             | (7,000)           | 7,500              |                        | (7,500)           |                        |
| <b>Total Revenue</b>        | 9,447             | (7,000)           | 7,500              |                        | (7,500)           |                        |
| Fund Balance                | 222,543           | 199,664           | 109,176            | 76,676                 | (32,500)          |                        |
| <b>TOTAL SOURCES</b>        | 231,990           | 192,664           | 116,676            | 76,676                 | (40,000)          |                        |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Services and Supplies       |                   | 83,488            | 46,750             | 65,000                 | 18,250            |                        |
| Other Financing Uses        |                   |                   | 30,000             | 7,000                  | (23,000)          |                        |
| <b>Gross Appropriations</b> |                   | 83,488            | 76,750             | 72,000                 | (4,750)           |                        |
| Intrafund Transfers         | 32,326            |                   |                    | 4,676                  | 4,676             |                        |
| <b>Net Appropriations</b>   | 32,326            | 83,488            | 76,750             | 76,676                 | (74)              |                        |
| Non-General Fund Reserves   | 199,664           | 109,176           | 39,926             |                        | (39,926)          |                        |
| <b>TOTAL REQUIREMENTS</b>   | 231,990           | 192,664           | 116,676            | 76,676                 | (40,000)          |                        |

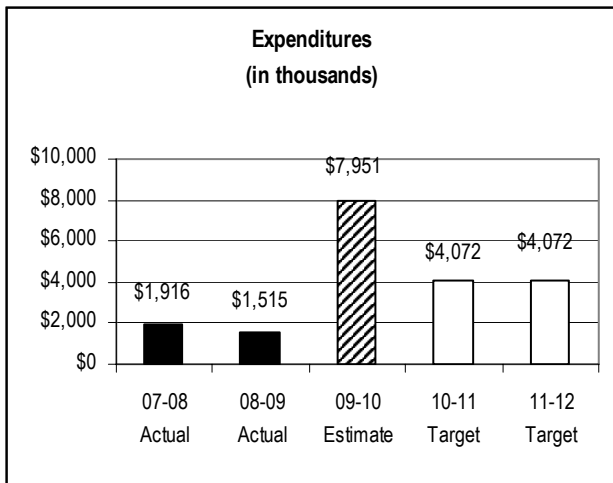
## Parks Acquisition and Development (3970B)

### Program Locator

- County
  - Environmentally Conscious Community
    - Parks Department
      - Administration and Support
      - Operations and Maintenance
      - Fish and Game
      - Off-Highway Vehicle License Fees
    - ▷ **Parks Acquisition and Development**
      - Coyote Point Marina

### Budget Unit Description

The Acquisition, Conservation and Development Fund is the source of funding for the acquisition of land for the County Parks system and the restoration and development of County Park facilities. Revenue is received from State Park Bonds, the Parks Foundation, grants, Intrafund Transfers, and interest on the Reserves in the Fund.



### Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from state and federal grants and gifts and donations.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: a decrease in Fund Balance and revenues as projects were completed in FY 2009-10.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (3,554,774) |
| Appropriations      | (3,878,953) |
| Intrafund Transfers | 0           |
| Reserves            | 324,179     |
| Net County Cost     | 0           |
| Positions           | 0           |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made as follows: a decrease in Fund Balance and a corresponding decrease in revenues due to anticipated completion of projects.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (2,009,946) |
| Appropriations      | (2,009,946) |
| Intrafund Transfers | 0           |
| Reserves            | 0           |
| Net County Cost     | 0           |
| Positions           | 0           |

| <b>Summary of Re-appropriated and New Projects</b>                                 | FY 2009-10       |
|--|------------------|
| 4-H Club Site Improvements   | 39,009           |
| Boundary Survey  | 35,000           |
| Coyote Point Gatehouse Renovation  | 35,000           |
| Coyote Point Park Bay Trail  | 1,766,500        |
| Coyote Point Park Promenade Temporary Windsurfer Launch                            | 35,000           |
| Coyote Point Park Water Distribution System  | 248,970          |
| Crystal Springs South of Hwy 92 Plans and Permits                                  | 200,000          |
| Crystal Springs Trail South of Dam Extension to H35                                | 805,000          |
| Edgewood Park Interpretative Center  | 777,278          |
| Fire Fuel Load Reduction / Safety  | 118,500          |
| Fitzgerald Interpretative Signs  | 75,000           |
| Fitzgerald Outdoor Interpretative Exhibit  | 850,000          |
| Fitzgerald Parking Lot   | 450,000          |
| Fitzgerald San Vicente Bridge, Ramp, and Coastal Trail                             | 450,000          |
| Folger Barn Parking Lot  | 350,000          |
| Hazardous Tree Removal   | 146,000          |
| Hazardous Tree Survey  | 21,000           |
| Mirada Surf Coastal Trail  | 452,000          |
| Parks Wash Down Racks  | 115,000          |
| Pigeon Point Guard Trail   | 84,000           |
| San Bruno Mountain Day Camp Americans with Disabilities Act (ADA) Improvements     | 34,000           |
| San Bruno Mountain Day Camp Restroom   | 100,000          |
| San Bruno Mountain Habitat Conservation Plan - Plan Amendment Funding Augmentation | 94,991           |
| San Bruno Mountain Sewer Line from Day Camp  | 182,971          |
| San Bruno Mountain Trail from Ridge to Bay Trail                                   | 64,000           |
| Seal Cove Stairway Construction  | 300,000          |
| Trails Master Plan Update  | 60,000           |
| Miscellaneous Projects   | 62,000           |
| <b>Total</b>   | <b>7,951,219</b> |



**Parks Acquisition and Development (3970B)**  
**Parks Acquisition and Development Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

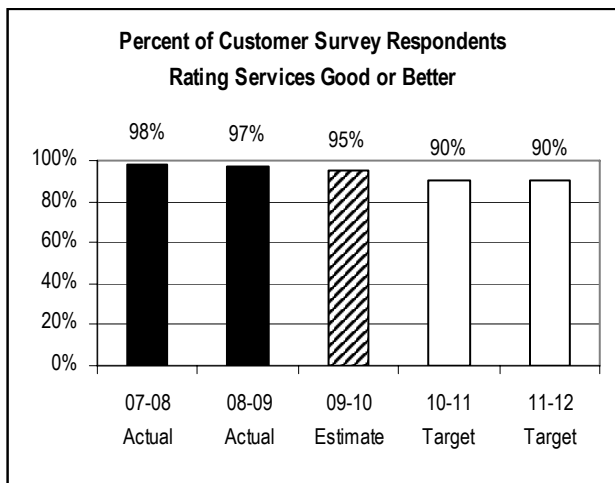
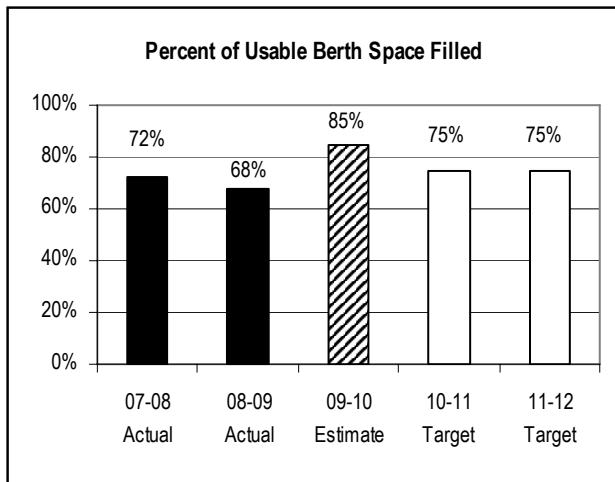
|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | 140,928           | (129,463)         | 70,000             | 35,000                 | (35,000)           | 35,000                 |
| Intergovernmental Revenues  | 2,600,183         | 1,424,958         | 5,643,826          | 2,027,320              | (3,616,506)        | 2,027,320              |
| Charges for Services        | 2,605             |                   |                    |                        |                    |                        |
| Interfund Revenue           | 181,683           |                   | 75,000             |                        | (75,000)           |                        |
| Miscellaneous Revenue       | 98,832            | 906,303           |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>3,024,232</b>  | <b>2,201,797</b>  | <b>5,788,826</b>   | <b>2,062,320</b>       | <b>(3,726,506)</b> | <b>2,062,320</b>       |
| Fund Balance                | 2,310,168         | 3,661,002         | 4,347,298          | 4,519,030              | 171,732            | 2,509,084              |
| <b>TOTAL SOURCES</b>        | <b>5,334,400</b>  | <b>5,862,799</b>  | <b>10,136,124</b>  | <b>6,581,350</b>       | <b>(3,554,774)</b> | <b>4,571,404</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Services and Supplies       | 390,985           | 232,644           | 400,000            | 543,500                | 143,500            | 543,500                |
| Fixed Assets                | 828,000           | 492,678           | 1,000,000          | 978,509                | (21,491)           | 978,509                |
| Other Financing Uses        | 696,641           | 790,180           | 6,551,219          | 2,550,257              | (4,000,962)        | 540,311                |
| <b>Gross Appropriations</b> | <b>1,915,626</b>  | <b>1,515,502</b>  | <b>7,951,219</b>   | <b>4,072,266</b>       | <b>(3,878,953)</b> | <b>2,062,320</b>       |
| Intrafund Transfers         | (244,272)         |                   |                    |                        |                    |                        |
| <b>Net Appropriations</b>   | <b>1,671,355</b>  | <b>1,515,502</b>  | <b>7,951,219</b>   | <b>4,072,266</b>       | <b>(3,878,953)</b> | <b>2,062,320</b>       |
| Non-General Fund Reserves   | 3,663,045         | 4,347,298         | 2,184,905          | 2,509,084              | 324,179            | 2,509,084              |
| <b>TOTAL REQUIREMENTS</b>   | <b>5,334,400</b>  | <b>5,862,800</b>  | <b>10,136,124</b>  | <b>6,581,350</b>       | <b>(3,554,774)</b> | <b>4,571,404</b>       |

## Coyote Point Marina (3980B)

### Program Locator

- County
  - Environmentally Conscious Community
    - Parks Department
      - Administration and Support
      - Operations and Maintenance
      - Fish and Game
      - Off-Highway Vehicle License Fees
      - Parks Acquisition and Development
- ▷ **Coyote Point Marina**

### Headline Measures



### Program Outcome Statement

The Coyote Point Marina Program provides and maintains safe public access to the San Francisco Bay through the highest quality berthing, launching facilities and support services in order to provide emergency response, environmental protection, security and assistance for the Marina users, outside agencies, visitors, special interest groups, employees and the community.

### Services and Accomplishments

The Coyote Point Marina Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 by providing and maintaining a safe, appealing and fully-utilized recreational facility for the boating public which has operated continuously for over 50 years. The Marina contains 564 berths for vessels ranging in size from less than 22 feet to over 50 feet in length, however, because of the closure of Dock 29, there are currently 541 operable berths. The Marina provides electrical and water service for those berths, along with restrooms with showers, 24-hour security, a three-lane public launch ramp with boat wash-down area, waste-oil disposal area, used battery collection, and no-charge emergency patrol boat response service. Staff maintains the berths and surrounding area, provides customer service to berth renters and the public, and performs administrative functions such as managing berthing contracts. Staff also coordinates various concessionaire agreements such as the Yacht Club, fuel dock operation, boat sale and charter operation.

The following are major accomplishments in the current year:

- Initiated Coyote Point Marina Dredging Plans and Specifications and Permits
- Hired a maintenance dredge consultant to prepare plans and specifications for the replacement of Dock 29, submitted a Sampling and Analysis Plan for approval for dredging by the San Francisco Bay Conservation and Development Commission, and completed a detailed depth sounding survey to establish baseline depths of the entire Marina
- Converted a 32' inside tie on Dock 27 to a 50' inside tie w/ 50 amp service, increasing monthly revenue for that berth from \$215.00 to \$460.00 per month
- Converted the old Visitor Dock area to an outrigger / canoe club dock with a picnic and parking area available to both the public and outrigger club
- Completed a marketing and branding effort for the Marina in an effort to increase berthing occupancy

### Story Behind Performance

A main focus of Marina staff is to ensure that at least 85% of berth space is usable and filled. Berth occupancy at the Coyote Point Marina A main focus of Marina staff has always been to ensure a high percent of berth space is usable and filled. However, in the last couple of years, occupancy rates have declined commensurate with

both the economy and overall boating trends in the State which are impacted by the rising price of fuel, changing demographics, and a recreational shift away from boating. The most recent dredging project and the closure of eleven berths at one of the docks due to storm damage caused the berth occupancy rate to fall. While it is likely that occupancy rates may continue at a lower level, staff has undertaken increased marketing and branding of the Marina as a desirable place to berth and thus increase occupancy rates.

Marina staff continues to focus on maintaining a high level of customer satisfaction. An annual customer satisfaction survey is distributed to Marina tenants and stakeholders annually in the spring. The surveys are mailed along with the monthly berth invoice as well as being made available all year long at the Marina Office. An annual public meeting of Marina Stakeholders is held to solicit input and update tenants and the general public on revised capital plans, proposed fee changes, and other marina issues. Staff responds to comments on the customer service surveys such as restroom cleaning, berth depth, and dock maintenance. Marina staff continues to exceed its goal of completing service requests within five days.

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

- To incorporate recommendations from the Board of Supervisors based on the consultant's study related to efficiencies at the Marina while increasing occupancy targets and keeping the Marina financially viable given changing demographics
- To remove the damaged Dock 29 for safety concerns, and oversee the plans and specifications and the replacement of Dock 29
- To execute projects on the 10-year Capital Improvement Plan including a new launch ramp restroom
- To integrate the new Bay Water Trail regional plan with Marina operations and facilities

**Program Objectives**

The Coyote Point Marina Program will meet performance targets by doing the following:

Achieve the Maximum Number of Paid Launch Ramp Users

- Continue to operate the Fuel Dock until a qualified vendor is able to sustain a small boating business
- Continue a marketing campaign to promote Marina services by working with other entities such as the Yacht Club and other vendors at special events
- Host community and special events in partnership with entities such as the Yacht Club and Coyote Point Museum

Achieve a 75% Rate of Usable Berth Space Filled

- Ensure fees are competitive with other local Marinas through fee comparison surveys
- Complete planned projects including replacement of Dock 29 and building a new Launch Ramp restroom
- Continue to meet with stakeholders to update the capital projects plan and discuss financial planning including possible fee increases

- Monitor the process for completing repairs within five days
- Ensure depth standards are sufficient for safe boating
- Manage the ongoing capital projects as defined by the Capital Improvement Plan in order to maintain the Marina and keep it attractive to potential renters
- Improve efficiencies such as revision of standard berth rental agreements and park access

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>                                   |                      |                      |                        |                      |                      |
| Annual number of paid launch ramp users                               | 908                  | 919                  | 650                    | 700                  | 700                  |
| Number of usable berths   | 541                  | 541                  | 541                    | 564                  | 564                  |
| <b>How Well We Do It (Quality / Efficiency)</b>                       |                      |                      |                        |                      |                      |
| Percent of usable berth space filled                                  | 72%                  | 68%                  | 78%                    | 75%                  | 75%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                       |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better | 98%                  | 97%                  | 95%                    | 90%                  | 90%                  |

## Coyote Point Marina (3980B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |
| Funded FTE                | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |
| <b>Total Requirements</b> | 2,018,254         | 1,914,299         | 3,967,334          | 1,964,893              | (2,002,441)       | 2,900,893              |
| <b>Total Sources</b>      | 2,018,254         | 1,914,299         | 3,967,334          | 1,964,893              | (2,002,441)       | 2,900,893              |

### Discretionary Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by user fees, Marina berth rentals, and income from interest on Reserves.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. Fund Balance is being reduced to meet the County's Structural Budget Deficit Plan.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (273,210)       | \$2,903        | 0                   | 0        | \$276,113       | 0         |

**2. Dock 29 Replacement Funding Adjustment**

Revenues have been reduced primarily due to the reduction of funding for the replacement of Dock 29 which is scheduled for completion in FY 2010-11. Due to State funding issues, the plans and specifications have now been approved for FY2010-11 and the replacement of Dock 29 will commence in FY2011-12. This coupled with the continued trend of lower berth occupancy results in lower anticipated revenue.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,729,231)     | 0              | 0                   | 0        | 1,729,231       | 0         |

**3. Dock 29 Replacement**

Transfers to Capital Projects Funds have been reduced commensurate with the remainder funding for the replacement of Dock 29, which previously had been anticipated for completion in FY 2009-10 but due to State funding issues, the plans and specifications have now been approved for FY2010-11.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (1,813,000)    | 0                   | 0        | (1,813,000)     | 0         |

**4. Operating Expenses**

Operational costs have been reduced due to cost containment strategies that have been implemented and budget reductions for outside contracts, elimination of part of our Long Term Debt, and by reductions in insurance and copy center charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (34,514)       | 0                   | 0        | (34,514)        | 0         |

**5. Marina Restroom Construction**

Fixed Assets have been increased to complete a new restroom at the Marina.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 56,677         | 0                   | 0        | 56,677          | 0         |

**6. Non General Fund Reserves**

Non General Fund Reserves have been reduced to balance the budget.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 0              | 0                   | (214,507) | (214,507)       | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (\$2,002,441)   | (\$1,787,934)  | 0                   | (\$214,507) | 0               | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases. Revenue adjustments have been made to this funding source due to the first installment of reimbursable revenue for the replacement of Dock 29.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| \$936,000       | \$4,966        | 0                   | 0        | (\$931,034)     | 0         |

### 8. Operating Expenses

Services and Supplies have been increased due to the anticipated need for contracts associated with replacement of Dock 29. Fixed Assets have been decreased due to the completion of capital projects from the previous fiscal year.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (\$94,769)     | 0                   | 0        | (\$94,769)      | 0         |

### 9. Dock 29 Replacement

Transfers to the Capital Projects Fund have been increased to provide adequate funds for the anticipated needs of Department of Public Works / Capital Projects for contracts associated with replacement of Dock 29.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | \$935,000      | 0                   | 0        | \$935,000       | 0         |

### 10. Adjustments to Meet the Budget

Reserves have been increased to balance the budget.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 0              | 0                   | \$90,803 | \$90,803        | 0         |

### TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| \$936,000       | \$845,197      | 0                   | \$90,803 | 0               | 0         |

**Coyote Point Marina (3980B)**  
**Coyote Point Marina Operating Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | 40,687            | 10,588            | 45,000             | 28,000                 | (17,000)           | 28,000                 |
| Intergovernmental Revenues  |                   |                   | 1,920,000          | 364,000                | (1,556,000)        | 1,300,000              |
| Charges for Services        | 1,121,627         | 1,083,532         | 1,263,200          | 1,106,969              | (156,231)          | 1,106,969              |
| Miscellaneous Revenue       |                   | 8,074             |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>1,162,314</b>  | <b>1,102,194</b>  | <b>3,228,200</b>   | <b>1,498,969</b>       | <b>(1,729,231)</b> | <b>2,434,969</b>       |
| Fund Balance                | 855,940           | 812,105           | 739,134            | 465,924                | (273,210)          | 465,924                |
| <b>TOTAL SOURCES</b>        | <b>2,018,254</b>  | <b>1,914,299</b>  | <b>3,967,334</b>   | <b>1,964,893</b>       | <b>(2,002,441)</b> | <b>2,900,893</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 520,347           | 537,277           | 535,414            | 542,317                | 6,903              | 547,283                |
| Services and Supplies       | 247,707           | 220,923           | 325,000            | 321,428                | (3,572)            | 421,428                |
| Other Charges               | 564,034           | 402,247           | 436,865            | 401,923                | (34,942)           | 401,923                |
| Fixed Assets                |                   |                   | 138,092            | 194,769                | 56,677             |                        |
| Other Financing Uses        | 83,873            | 253,648           | 2,078,000          | 265,000                | (1,813,000)        | 1,200,000              |
| <b>Gross Appropriations</b> | <b>1,415,961</b>  | <b>1,414,095</b>  | <b>3,513,371</b>   | <b>1,725,437</b>       | <b>(1,787,934)</b> | <b>2,570,634</b>       |
| Intrafund Transfers         | 141,356           |                   |                    |                        |                    |                        |
| <b>Net Appropriations</b>   | <b>1,557,317</b>  | <b>1,414,095</b>  | <b>3,513,371</b>   | <b>1,725,437</b>       | <b>(1,787,934)</b> | <b>2,570,634</b>       |
| Non-General Fund Reserves   | 460,936           | 500,203           | 453,963            | 239,456                | (214,507)          | 330,259                |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,018,253</b>  | <b>1,914,298</b>  | <b>3,967,334</b>   | <b>1,964,893</b>       | <b>(2,002,441)</b> | <b>2,900,893</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>    | 5.0               | 5.0               | 5.0                | 5.0                    |                    | 5.0                    |
| <b>Funded FTE</b>           | 5.0               | 5.0               | 5.0                | 5.0                    |                    | 5.0                    |

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## Agricultural Commissioner / Sealer (1260B)

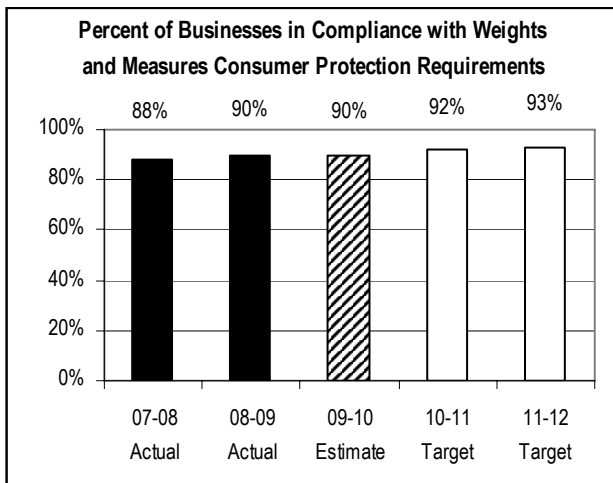
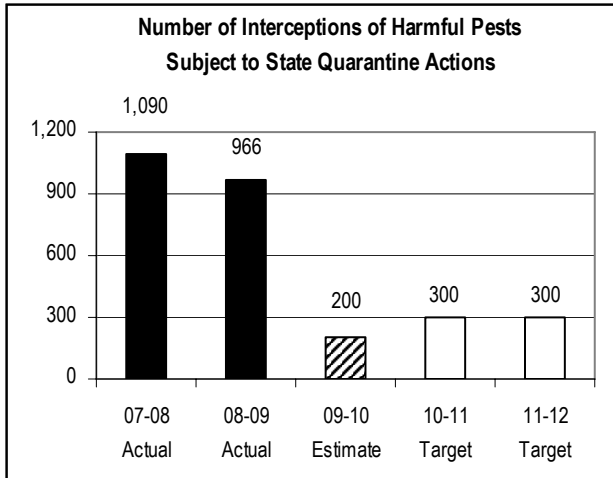
### Program Locator

County

Environmentally Conscious Community

▷ **Agricultural Commissioner / Sealer**

### Headline Measures



### Program Outcome Statement

The Agricultural Commissioner / Sealer protects California's agricultural industry, wildlife, natural resources, and the health and safety of County residents and workers by: 1) preventing the introduction, establishment, or spread of harmful exotic insects, weeds, and plant diseases and by promoting the safe use of pesticides; and 2) ensuring equity in the marketplace and fostering consumer confidence through regulatory oversight of businesses with retail price scanner systems and commercial weighing and measuring devices (e.g., gas pumps and scales) and ensuring pest cleanliness of nursery plants, quality of fresh fruits and vegetables,

and the integrity of organic produce and certified sellers at local farmers' markets.

### Services and Accomplishments

The Agricultural Commissioner / Sealer contributes to the Shared Vision of an Environmentally Conscious Community by 2025 by providing Pest Prevention and Pesticide Regulation programs, and a variety of agricultural and weights / measures regulatory inspection services performed under direction of the California Department of Food and Agriculture (CDFA) and the California Department of Pesticide Regulation (CDPR). State mandates and contract workplans establish program priorities and determine the annual allocation of staff resources for pest exclusion inspections at the San Francisco International Airport (SFO), truck shipments to nurseries, express carriers and countywide pest detection insect trapping. Biologists also perform inspections to certify agricultural commodities for export to 30 other states and foreign countries. Pesticide Regulation activities focus on worker safety, protection of endangered species, monitoring of pesticide applications at sensitive sites, water quality / watershed protection issues, and continuing education programs for growers.

Regulatory activities that foster consumer protection include daily inspections at the Golden Gate Produce Terminal in South San Francisco to ensure the sale of high quality fruits and vegetables and compliance with container labeling requirements, inspections at wholesale nurseries to ensure that nursery stock meets state standards for pest cleanliness, and inspections at certified farmers' markets to verify that vendors are selling only agricultural products produced on their own farms. In the weights and measures programs, businesses are inspected to check the accuracy of commercial scales and meters such as gasoline pumps. Audits are performed to verify the accuracy of retail establishment price scanner systems. Consumer complaints received directly from consumers or through referrals from the District Attorney's Office or the State Division of Measurement Standards are responded to promptly. Violation notices may be issued or administrative fines levied to ensure compliance.

The publication of annual crop production statistics in the *San Mateo County Agricultural Crop Report* promotes the local agricultural industry.

The following are major accomplishments in the current year:

- Increased state funding in the High Risk Pest Exclusion (HRPE) and Light Brown Apple Moth (LBAM) programs allowed for the expansion of plant and produce inspections
- Established regular weekday agricultural inspection schedule at two Federal Express locations and continued periodic agricultural inspections using regional canine inspection teams
- Implemented on-line phytosanitary export certification system for agricultural industry and increased number of staff trained and

certified by United States Department of Agriculture (USDA) to provide phytosanitary inspection services

- Conducted workshops and provided training materials regarding on-line pesticide use reporting for pesticide users
- Obtained grant funding for San Mateo County Weed Management Area projects involving control of invasive weeds

### Story Behind Performance

An increase in state revenue allowed the HRPE program to expand weekday inspection visits to express carrier locations. Economic conditions may have influenced the volume of agricultural shipments arriving at SFO. A sharp decrease in Hawaiian agricultural shipments that historically had arrived at SFO with significant state quarantine regulation violations and harmful pests resulted in a decrease in the number of rejection notices issued and pests intercepted. Plant or produce shipments with harmful pests that are subject to state quarantine action must be disposed of or treated to destroy or remove the pest. The Agricultural Commissioner/Sealer receives state funding to fight the spread of the Glassy-Winged Sharpshooter and Pierce's Disease, which threaten California's grape industry. Activities include the placement and servicing of insect traps and agricultural inspections at retail and wholesale nurseries receiving plant shipments. San Mateo County is one of several Bay Area counties infested with Sudden Oak Death (SOD) and receives state funding for SOD regulatory activities. LBAM, an insect pest native to Australia that feeds on a wide variety of plants, was discovered in San Mateo County and other Bay Area counties in 2007. Staff participated in joint efforts with CDFA and USDA to delimit the LBAM infestation in the County and prevent its spread to other areas by deploying insect traps and performing inspections of nursery stock and agricultural fields.

Agricultural pesticide users and pest control businesses are required to submit monthly reports of pesticide use and to obtain an annual permit to use certain restricted pesticides. Staff time was redirected from pesticide inspections in order to devote time to the expansion of on-line pesticide use reporting and the GIS upgrades. On-line use reporting eliminates pesticide use report data entry by County staff and the necessity for users to submit paper reports. Staff began using GIS to map identified pesticide use sites and to track pesticide applications relative to sensitive sites, endangered species, salmonid streams, and other emerging regulatory and environmental protection issues. An upgrade of the Automated Inspection Report System (AIRS2) was installed which further improves efficiency in the pesticide program by generating electronic pesticide inspection forms and creating an inspection database. Continuing education sessions for growers and other certified pesticide users were held to provide information on pesticide use regulations, including recent changes in notification and hazard communications requirements. Outreach to landscape maintenance businesses, planned to coincide with state licensing requirement changes, was postponed because new state licensing regulations have not been fully implemented.

Annual registration fees are used by counties to fund consumer protection regulatory programs involving the testing and inspection

of commercially-used weighing and measuring devices and price scanner systems. Gasoline dispensers, retail scales, taximeters, vehicle scales, and other devices are inspected for accuracy and "sealed" to ensure equity in the marketplace. An increase in the number of price scanner system audits has ensured that retail businesses stay in compliance. Cross-training opportunities continued to be provided for Biologist/Standards Specialists whose work experience has been largely in agricultural inspection, allowing more flexibility in assigning work and completing required inspections.

State funding supports fruit and vegetable inspections at the Golden Gate Produce Terminal. This terminal is the largest wholesale produce market in northern California. Inspections ensure that labels on wholesale containers of fresh fruits and vegetables include the information required for trace-back investigations involving food-borne pathogens or contaminants.

Customer satisfaction remains high. The Agricultural Commissioner/Sealer posts a customer survey on its website and distributed more than 1,000 surveys via US mail, with 97% of survey respondents rating services as good or better in FY 2008-2009.

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

- To address continuing impacts to industry and staff resources from the LBAM regulatory quarantine
- To facilitate industry use of on-line phytosanitary export certification system for automatic payment of County inspection fees
- To conduct cross training of staff in weights and measures as well as agricultural programs
- To promote a sustainable agricultural industry and countywide food system

### Program Objectives

#### Ensure that 98% of Agricultural and Pest Control Businesses are in Compliance with all Pesticide Regulatory Requirements

- Use latest version of electronic pesticide inspection forms and database and explore electronic submission of inspection forms to CDPR
- Increase number of businesses that submit pesticide use data on-line
- Conduct pest control business-maintenance gardener licensing outreach to coincide with CDPR changes in licensing requirements
- Expand website links regarding pesticide use laws and regulations to assist pesticide users

#### Intercept 300 Harmful Pests Subject to State Quarantine Actions

- Maintain a regular inspection schedule at all Federal Express facilities
- Expand use of regional canine inspection teams at parcel facilities
- Integrate traps for Asian Citrus Psyllid and European Grape Vine Moth into existing pest detection trapping program

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Ensure that 90% of Businesses are in Compliance with Weights and Measures Consumer Protection Requirements

- Continue to expand cross-training of Biologist / Standards Specialists in price scanner inspections, water and vapor meter testing procedures, and other device inspections to promote more efficient use of employee time across all programs
- Increase frequency of inspections for all commercial weighing or measuring devices and price scanner systems
- Explore ways to increase inspection efficiency using new technologies

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What/How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of pesticide inspections (including applications monitored, field worker inspections, training and business record audits) | 591                  | 447                  | 640                    | 640                  | 640                  |
| Number of agricultural plant product shipments inspected  | 15,745               | 26,450               | 19,000                 | 20,000               | 20,000               |
| Number of business locations inspected for accuracy of weighing and measuring devices or for price scanner audits                 | 2,871                | 3,017                | 2,600                  | 2,800                | 2,800                |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of agricultural plant product shipments rejected for violations of quarantine regulations                                 | 6%                   | 3%                   | 2%                     | 3%                   | 3%                   |
| Percent of business locations inspected for weights and measures requirements versus annual goals                                 | 100%                 | 100%                 | 98%                    | 99%                  | 99%                  |
| Percent of stakeholder survey respondents rating services good or better  | 96%                  | 97%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number and percent of agricultural and pest control businesses in compliance with all pesticide regulatory requirements           | 485 / 97%            | 490 / 98%            | 486 / 98%              | 490 / 98%            | 490 / 98%            |
| Number of interceptions of harmful pests subject to State quarantine actions  | 1,090                | 966                  | 200                    | 300                  | 300                  |
| Number and percent of businesses in compliance with weights and measures consumer protection requirements                         | 1,607 / 88%          | 1,674 / 90%          | 1,640 / 90%            | 1,660 / 92%          | 1,680 / 93%          |

## Agricultural Commissioner/Sealer (1260B) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 31.0              | 32.0              | 32.0               | 30.0                   | (2.0)             | 30.0                   |
| Funded FTE                | 28.7              | 30.4              | 30.4               | 29.0                   | (1.4)             | 29.0                   |
| <b>Total Requirements</b> | 4,061,443         | 4,246,310         | 4,580,394          | 4,693,101              | 112,707           | 4,693,101              |
| <b>Total Sources</b>      | 3,293,502         | 3,323,780         | 3,320,196          | 3,295,950              | (24,246)          | 3,295,950              |
| <b>Net County Cost</b>    | 767,941           | 922,530           | 1,260,198          | 1,397,151              | 136,953           | 1,397,151              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| State Grants Match        |                   |                   | 635,227            | 635,227                |                   | 635,227                |
| Mandated Services         |                   |                   | 624,971            | 761,924                | 136,953           | 761,924                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,397,151 or 29.8%, of which \$761,924 or 54.5% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements that include pesticide regulatory activities and agricultural consumer protection inspections. Each dollar reduction in Agricultural Net County Cost expenditures will result in a corresponding reduction in State Unclaimed Gas Tax (UGT) subvention.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contract expenditures; adjustments to state agreement reimbursement and annual weights and measures registration fees.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (68,246)        | 112,707        | 0                   | 0        | 180,953         | 0         |

#### 2. State Aid Increase

The State Unclaimed Gas Tax (UGT) is an annual subvention received from the California Department of Food and Agriculture (CDFA) and the California Department of Pesticide Regulation (CDPR). The revenue level is based on County expenditures for agricultural programs in the previous fiscal year. In FY 2009-10, the amount of UGT available for disbursement to County Agricultural Commissioners increased significantly and is expected to be ongoing revenue. As a result, the baseline estimate for UGT revenue increased. This additional revenue will allow us to meet our NCC without reducing services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 44,000          | 0              | 0                   | 0        | (44,000)        | 0         |

**3. Revision to Pest Detection Program Workplan**

Two vacant permanent Pest Detection Specialist positions have been eliminated and Extra Help hours and associated payroll taxes increased by a corresponding amount. The County is fully reimbursed for expenditures associated with the Pest Detection Program via an annual state agreement with CDFA. In recent years, the agreement revenue has been flat and the CDFA-approved annual workplans have been changed to make more use of Extra Help staff rather than permanent part-time staff. There will be no change in insect pest detection trapping services provided and the Pest Detection Program will be able to continue to meet its obligations under the annual state agreement.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (103,791)      | 0                   | 0        | 103,791         | (2)       |
| 0               | 103,791        | 0                   | 0        | (103,791)       | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (24,246)        | 112,707        | 0                   | 0        | 136,953         | (2)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 55,780         | 0                   | 0        | 55,780          | 0         |

**5. Motor Vehicle Replacement Charges**

Motor Vehicle Replacement Charges have been decreased in order to meet the Net County Cost target. Some annual replacement charges for hybrid cars used for various agricultural inspection services were prepaid in previous fiscal years. There will be no impact on services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (55,780)       | 0                   | 0        | (55,780)        | 0         |

**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 0              | 0                   | 0        | 0               | 0         |

## Agricultural Commissioner/Sealer (1260B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 497,908           | 506,309           | 530,280            | 544,400                | 14,120            | 544,400                |
| Fines, Forfeitures and Penalties | 55,798            | 17,353            |                    |                        |                   |                        |
| Intergovernmental Revenues       | 2,339,531         | 2,264,161         | 2,264,533          | 2,322,514              | 57,981            | 2,322,514              |
| Charges for Services             | 142,905           | 148,584           | 146,700            | 146,700                |                   | 146,700                |
| Miscellaneous Revenue            | 20,564            | 2,419             | 200                | 200                    |                   | 200                    |
| <b>Total Revenue</b>             | <b>3,056,707</b>  | <b>2,938,826</b>  | <b>2,941,713</b>   | <b>3,013,814</b>       | <b>72,101</b>     | <b>3,013,814</b>       |
| Fund Balance                     | 236,795           | 384,954           | 378,483            | 282,136                | (96,347)          | 282,136                |
| <b>TOTAL SOURCES</b>             | <b>3,293,502</b>  | <b>3,323,780</b>  | <b>3,320,196</b>   | <b>3,295,950</b>       | <b>(24,246)</b>   | <b>3,295,950</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 3,200,601         | 3,341,534         | 3,498,127          | 3,728,295              | 230,168           | 3,784,075              |
| Services and Supplies            | 187,589           | 165,602           | 189,396            | 137,638                | (51,758)          | 137,638                |
| Other Charges                    | 629,963           | 610,174           | 632,335            | 566,632                | (65,703)          | 510,852                |
| Fixed Assets                     | 7,107             |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b>      | <b>4,025,260</b>  | <b>4,117,310</b>  | <b>4,319,858</b>   | <b>4,432,565</b>       | <b>112,707</b>    | <b>4,432,565</b>       |
| <b>Net Appropriations</b>        | <b>4,025,260</b>  | <b>4,117,310</b>  | <b>4,319,858</b>   | <b>4,432,565</b>       | <b>112,707</b>    | <b>4,432,565</b>       |
| Contingencies/Dept Reserves      | 36,183            | 129,000           | 260,536            | 260,536                |                   | 260,536                |
| <b>TOTAL REQUIREMENTS</b>        | <b>4,061,443</b>  | <b>4,246,310</b>  | <b>4,580,394</b>   | <b>4,693,101</b>       | <b>112,707</b>    | <b>4,693,101</b>       |
| <b>NET COUNTY COST</b>           | <b>767,941</b>    | <b>922,530</b>    | <b>1,260,198</b>   | <b>1,397,151</b>       | <b>136,953</b>    | <b>1,397,151</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>         | <b>31.0</b>       | <b>32.0</b>       | <b>32.0</b>        | <b>30.0</b>            | <b>(2.0)</b>      | <b>30.0</b>            |
| <b>Funded FTE</b>                | <b>28.7</b>       | <b>30.4</b>       | <b>30.4</b>        | <b>29.0</b>            | <b>(1.4)</b>      | <b>29.0</b>            |



## 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.

# COUNTY OF SAN MATEO FY 2010-11 and FY 2011-12 **RECOMMENDED BUDGET**



County Summaries

Healthy Community

Prosperous Community

Livable Community

Environmentally  
Conscious Community

Collaborative  
Community

Budget Unit and  
Program Summaries

Glossary of Budget Terms



# THE COUNTY OF SAN MATEO MISSION STATEMENT



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

We are committed to:

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



## Shared Vision 2001-2025

In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of SMC residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most important, Shared Vision has ensured decisions are focused on the future, not simply expedient, with sights set on measurable results that achieve the desired outcomes.

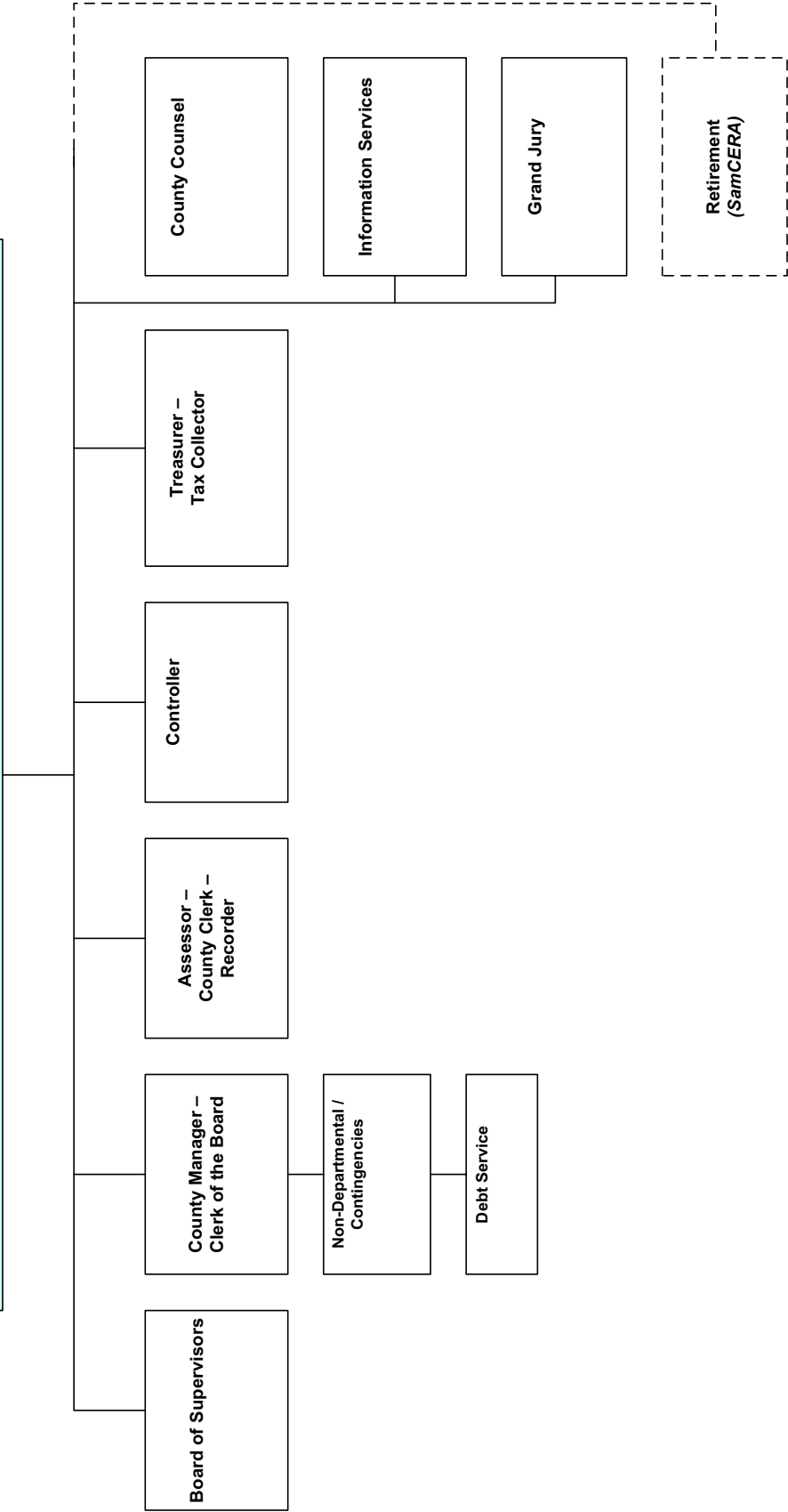
In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.



Sustainable  
San Mateo County  
Economy. Equity. Environment.

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**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.



## Collaborative Community FY 2010-11 and 2011-12 All Funds Summary

| Total Requirements                  | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2009-10   | Recommended<br>2011-12 |
|-------------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| <b>General Fund Budgets</b>         |                      |                      |                      |                        |                     |                        |
| Board of Supervisors                | 3,109,312            | 3,091,674            | 3,483,233            | 3,669,530              | 186,297             | 3,669,530              |
| County Manager / Clerk of the Board | 8,209,873            | 8,487,726            | 9,721,395            | 10,548,573             | 827,178             | 10,521,698             |
| Assessor-County Clerk-Recorder      | 20,331,573           | 21,626,683           | 19,465,485           | 19,590,850             | 125,365             | 19,305,930             |
| Controller's Office                 | 6,457,304            | 7,968,600            | 8,597,514            | 8,734,604              | 137,090             | 8,619,331              |
| Treasurer - Tax Collector           | 7,469,341            | 7,462,727            | 10,370,707           | 9,832,056              | (538,651)           | 9,832,056              |
| County Counsel                      | 7,249,794            | 8,845,409            | 9,947,859            | 9,643,954              | (303,905)           | 9,653,954              |
| Information Services Department     | 26,039,134           | 26,809,012           | 21,149,421           | 17,990,582             | (3,158,839)         | 14,595,684             |
| Grand Jury                          | 323,660              | 610,583              | 676,491              | 676,491                |                     | 676,491                |
| Non-Departmental Services           | 184,041,853          | 172,968,424          | 176,119,245          | 179,215,188            | 3,095,943           | 124,149,024            |
| Contingencies                       | 29,527,837           | 30,415,719           | 30,324,876           | 30,704,543             | 379,667             | 29,564,118             |
| <b>Total General Fund</b>           | <b>292,759,679</b>   | <b>288,286,557</b>   | <b>289,856,226</b>   | <b>290,606,371</b>     | <b>750,145</b>      | <b>230,587,816</b>     |
| <b>Non-General Fund Budgets</b>     |                      |                      |                      |                        |                     |                        |
| Non-Departmental Services           |                      |                      |                      |                        |                     |                        |
| Debt Service Fund                   | 51,827,728           | 53,689,374           | 46,251,399           | 44,882,523             | (1,368,876)         | 43,975,687             |
| <b>Total Non-General Fund</b>       | <b>55,014,338</b>    | <b>57,596,006</b>    | <b>50,938,937</b>    | <b>49,748,171</b>      | <b>(1,190,766)</b>  | <b>48,860,555</b>      |
| <b>Total Requirements</b>           | <b>347,774,017</b>   | <b>345,882,563</b>   | <b>340,795,163</b>   | <b>340,354,542</b>     | <b>(440,621)</b>    | <b>279,448,371</b>     |
| <b>Total Sources</b>                | <b>721,382,664</b>   | <b>729,168,406</b>   | <b>655,237,492</b>   | <b>671,813,882</b>     | <b>16,576,390</b>   | <b>612,805,208</b>     |
| <b>Net County Cost</b>              | <b>(373,608,646)</b> | <b>(383,285,843)</b> | <b>(314,442,329)</b> | <b>(331,459,340)</b>   | <b>(17,017,011)</b> | <b>(333,356,837)</b>   |
| <b>AUTHORIZED POSITIONS</b>         |                      |                      |                      |                        |                     |                        |
| Salary Resolution                   | 487.0                | 486.0                | 480.0                | 462.0                  | (18.0)              | 462.0                  |
| Funded FTE                          | 480.9                | 481.6                | 480.4                | 461.0                  | (19.4)              | 461.0                  |
| <b>FOR INFORMATION ONLY:</b>        |                      |                      |                      |                        |                     |                        |
| Retirement SamCERA                  | 3,186,610            | 3,906,632            | 4,687,538            | 4,865,648              | 178,110             | 4,884,868              |

## Board of Supervisors (1100B)

### Major Accomplishments in FY 2009-10

#### Criminal Justice Committee

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

#### Actions Taken

- **Replacement Jail Site**—Received report that provided an overview of the site selection criteria and the site matrix, which included the seven sites that the Sheriff's Office determined as most viable.
- **Reentry Report and Recommendations**—Considered five proposals recommended by the Re-entry Steering Committee to add residential beds, hire a case manager, create a Re-entry Advisory Committee, begin to use the CAIS risk assessment tool, and ask Human Resources to review the application process in regards to prior conviction reporting.
- **Community Overcoming Relationship Abuse (CORA) Emergency Response Program (ERP)**—Considered and discussed report on the implementation of a new funding distribution model for CORA's ERP.

#### Discussion and Presentations

- Received monthly updates from the Sheriff regarding jail population figures in the Maguire and women's Maple Street facilities, as well as reports related to ongoing new jail planning efforts
- Received monthly updates on re-entry efforts, including award of Second Chance Grant and implementation of Achieve 180 programs
- Heard report on Crisis Intervention Training that is conducted by the Sheriff's Office
- Heard report on the NACO Jail Diversion Class and Tour
- Heard the Private Defender Programs annual report
- Heard report on Female Juvenile Program Services

#### Environmental Quality Committee

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

#### Actions Taken

- **CaliforniaFIRST Energy Conservation and Renewable Energy financing program**—Reviewed and sent to the Board for approval County participation in a statewide pilot program to offer county residents the opportunity to finance renewable energy and water and energy conservation improvements through property tax bills

- **Residential Energy Assistance Program**—Reviewed and sent to the Board for approval County participation in Retrofit Bay Area, an ABAG program to encourage residential energy retrofit work, develop a green jobs workforce and reduce carbon emissions
- **Solid Waste Fund**—Approved suggested modifications to the AB 939 fee structure to address funding issues with the Solid Waste Fund
- **Green Activities**—Approved the adoption of a departmental Green Report Card, the ongoing Green Lecture series, and the Green Event Guide
- **Solid Waste / Recycling Agreements**—Closely monitored and referred to the Board of Supervisors agreements with the South Bayside Waste Management contract
- **North Fair Oaks Specific Plan**—Closely monitored the proposed land use plan for the unincorporated North Fair Oaks area which will guide all development and improvements for that region over the next 25 years, as part of the overall General Plan
- **Mid-Coast Drainage Committee Recommendations**—Approved a plan to address flooding issues in Montara
- **State budget impacts to Parks**—Closely monitored potential impacts to the Parks and Recreation Department related to State budget reductions
- **Park fees**—Approved for recommendation to the Board of Supervisors a proposed set of Mid-Coast Parks and Recreation development fees

#### Discussions and Presentations

- Reviewed the final Green Team Video
- Received an update on potential improvements to the San Carlos airport levee system
- Received an update on the Drink Hetch Hetchy program
- Reviewed plans to provide a solar panel system on the roof of the County Government Center garage
- Received an update on the Mid-Coast Groundwater Study
- Received an update on state Air Resources Board climate change guidelines
- Received an update on reduced State funding for stream gauges used to monitor historic water level changes

#### Finance and Operations Committee

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

#### Actions Taken

- **Contributed Toward Efforts to Eliminate Structural Budget Deficit**—Provided fiscal impact and voting requirements on potential revenue measures, including local sales tax, business

license tax and utility users tax. Provided direction to staff in preparation of the September 15 and December 15, 2009 Board Study Sessions to update the five-year plan for the elimination of the structural budget deficit and review updated budget balancing strategies. Accepted reports on Voluntary Employee Separation Program, Proposition 1A Securitization and the 2009 Bond Refunding and referred to the Board of Supervisors for approval. Also, referred to the Board of Supervisors a resolution revising the expenditure assumptions for the San Mateo Medical Center budget target, ensuring that future targets are equivalent to other Health System divisions.

- **Enhanced Community Oversight of County Government**— Provided direction to staff on the make-up of the Citizen's Review Panel and forwarded recommendations to the Board of Supervisors for approval. Accepted a report on the establishment of a 2010 Charter Review Committee and referred report to the Board of Supervisors for approval.

### **Discussions and Presentations**

- Reviewed consultant's analysis and recommendations of County's investment function and policies and the Treasurer-Tax Collector's responses to findings and recommendations
- Reviewed consultant's findings and recommendations related to Assessor-County Clerk-Recorder Department Management Review and the Assessor-County Clerk-Recorder's responses to findings and recommendations
- Reviewed County responses to Grand Jury recommendations: "Trash Talk: Rethinking the Waste Management RFP Process by the South Bayside Waste Management Authority" and "Appointment vs. Election: How should the Board of Supervisors seats be filled?" and "Charter Amendment Changing the San Mateo County Controller and Treasurer-Tax Collector elected officials to an appointed Chief Financial Officer"
- Reviewed the Deferred Compensation Committee's recommendation to select Hartford as the County's deferred compensation provider and referred to Board of Supervisors for approval
- Accepted report on current Employee Expense Reimbursement Ordinances and Policies
- Accepted report on the FY 2010-11 Retirement Contribution Rates
- Reviewed Housing Department Management Review updates
- Reviewed Mid-Year and Year-End County Performance reports
- Nominated FY 2008-09 STARS Awards recipients

### **Housing, Health and Human Services Committee**

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

### **Actions Taken**

- **Census 2010**—Approved and supported the County's Census 2010 outreach development and implementation plan
- **Cedar Street Housing Project**—Supported the loan of reserves from Behavioral Health and Recovery Services to secure a \$6 million state grant to build a 15 bed treatment home for people with serious mental illness
- **Human Services Eligibility Operators**—Approved a resolution opposing the contracting out of Human Services Eligibility Operators, an action endorsed by California State Association of Counties and the County Welfare Directors Association
- **Coast2Coast Prescription Discount Cards**—Endorsed and forwarded to the Board for approval a contract to distribute Coast2Coast discount prescription cards to County residents who do not have health insurance, allowing them to purchase prescriptions at discounted rates

### **Discussions and Presentations**

- **Housing Authority Moving to Work Annual Plan**—Received an overview of the Moving to Work Plan including partnering with Provider-based Programs, eligibility standards, inspection schedules for subsidized housing units, and efficiency changes
- **Health System Redesign**—Received status report on progress to improve access, health outcomes and the County's financial position with respect to quality care for uninsured and indigent residents
- **211 Call Center for Community Services**—Received a report on the County's application with the United Way of the Bay Area to the California Public Utilities Commission for licensure to operate 211 in San Mateo County
- **Methadone Services**—Received a status report on Health System's Methadone Clinic
- **Ageing and Adult Services Uniform Assessment Tool**—Received a report on implementation of a pilot project to develop and use an Uniform Assessment Tool to provide seamless services for the elderly clients served by the County
- **Green Jobs Academy**—Received a report on the new Green Jobs Academy aimed at recruiting 150 youth to work with the California Green Jobs Corps
- **ARRA and Workforce Investment Act Funds**—Received regular updates on American Recovery and Reinvestment Act and Workforce Investment Act federal stimulus funding to support homeless prevention and employment services through the Workforce Investment Board (WIB)
- **Children's Health Initiative**—Considered report on the local strategy the Health System is pursuing to ensure all County children have health insurance coverage

### **Legislative Committee**

The Legislative Committee is responsible for oversight of the County's state and federal policy program. In consultation with County departments the Legislative Committee prepares the federal and state legislative agenda, sponsors and advocates legislative

solutions. The key areas of focus include funding, fiscal reforms, and increased local program flexibility.

#### Actions Taken

- **Federal Support for Partnership Programs**—Secured \$200,000 in federal funding for the *Half Moon Bay Library Expansion and Renovation Project* and submitted an additional nine requests in federal fiscal year 2010 totaling \$19 million.
- **Lehman Brothers Relief**—Organized a nationwide coalition of municipalities seeking relief; helped to prepare testimony for the House Financial Services Committee hearing examining the public policy issues raised by the report of the Lehman bankruptcy examiner; secured the introduction of legislation that would require the Secretary of Treasury, upon receiving profits from the sale of stock or repayment with interest of Troubled Assets Relief Program loans, to first reimburse municipalities who suffered Lehman losses.
- **County Health Initiative Matching Fund**—Sponsored Senate Bill 1431 (Simitian) that would allow the County to draw down federal funding made available through the federal State Children's Health Insurance Program enabling the County to continue to provide services to 16,000 children that are currently enrolled in either Healthy Families or the S-CHIP Program.
- **Electronic Access to Ballot Materials**—Co-sponsored Assembly Bill 1717 (De Leon) that establishes procedures that allow a voter to opt out of receiving their sample ballot and other ballot materials by mail and instead obtain them via electronic means such as e-mail or via the county's web site. Assembly member Jerry Hill is co-authoring the bill for the County.
- **Horse Racing Minisatellite Wagering Facilities**—Opposed, in cooperation with the San Mateo County Event Center, Senate Bill 1439 (Price) which weakens protections in state law that require proposed mini-satellite wagering facilities to get approval from existing facilities within a 20 mile radius directly impacting the profits of the County Jockey Club.
- **Federal and State Advocacy Services**—Conducted a request for proposals for federal advocacy services and approved a contract for federal lobbying services; approved renewal of a contract for state advocacy services.
- **2010 County Legislative Program**—Approved changes to the County's Legislative Program for the 2010 Legislative Session.
- **State Delegation Visits**—Conducted annual state delegation visits. Met with every member of the County's state delegation and select members of the Administration and Legislative staff to discuss County legislative priorities.
- **Federal Delegation Visits**—Conducted annual federal delegation visits to promote the County's federal funding requests and attended the National Association of Counties Legislative Conference.
- **Youth Gun Violence**—Recommended adoption of a resolution to reduce youth gun violence sponsored by the Association of Bay Area Governments.
- **Federal and State Legislative Issues**—Analyzed over 100 federal and state legislative issues, as well as numerous

proposals, for their impact on San Mateo County. Approved letters to state Legislature opposing the Governor's budget proposal to divert Mental Health Services Act funding and requesting the restoration of funding for the Williamson Act.

#### Discussion and Presentation

- Reviewed monthly state and federal advocates legislative reports.
- Received monthly reports on Lehman Brothers legislative activities.
- Received reports on the 2009-10 State Budget and Revisions.
- Received reports on the Governor's Proposed 2010-11 State Budget.
- Received a report on the conclusion of the 2009 State Legislative Session.
- Received an update on the California Commission on the 21<sup>st</sup> Century Economy.
- Received an update on proposed amendments to Proposition 218.
- Received report on the 2010 National Association of Counties Legislative Conference in Washington, D.C.
- Received reports on the 2009 California State Association of Counties Annual and Legislative Conferences.

## Board of Supervisors (1100B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Miscellaneous Revenue         | 9,525             | 2,567             |                    |                        |                   |                        |
| <b>Total Revenue</b>          | 9,525             | 2,567             |                    |                        |                   |                        |
| Fund Balance                  | 363,880           | 351,835           | 388,315            |                        | (388,315)         |                        |
| <b>TOTAL SOURCES</b>          | 373,405           | 354,402           | 388,315            |                        | (388,315)         |                        |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 2,556,203         | 2,580,470         | 2,826,656          | 3,189,790              | 363,134           | 3,189,790              |
| Services and Supplies         | 210,991           | 219,758           | 276,083            | 258,695                | (17,388)          | 258,695                |
| Other Charges                 | 177,544           | 180,613           | 197,851            | 221,045                | 23,194            | 221,045                |
| <b>Net Appropriations</b>     | 2,944,738         | 2,980,840         | 3,300,590          | 3,669,530              | 368,940           | 3,669,530              |
| Contingencies / Dept Reserves | 164,574           | 110,834           | 182,643            |                        | (182,643)         |                        |
| <b>TOTAL REQUIREMENTS</b>     | 3,109,312         | 3,091,674         | 3,483,233          | 3,669,530              | 186,297           | 3,669,530              |
| <b>NET COUNTY COST</b>        | 2,735,907         | 2,737,272         | 3,094,918          | 3,669,530              | 574,612           | 3,669,530              |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| Salary Resolution             | 20.0              | 20.0              | 20.0               | 20.0                   |                   | 20.0                   |
| Funded FTE                    | 20.0              | 20.0              | 20.0               | 20.0                   |                   | 20.0                   |

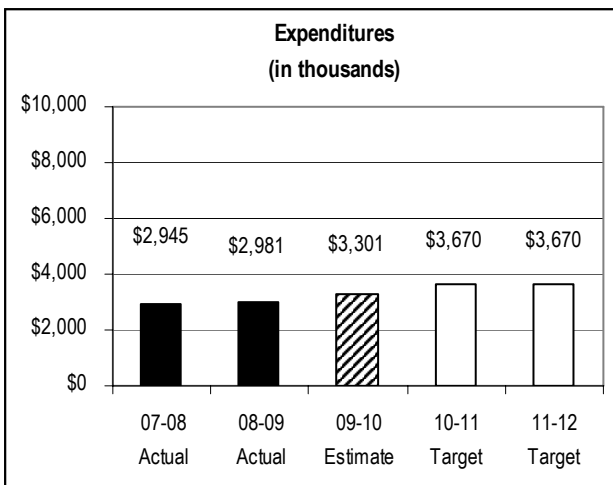


**Budget Unit Locator**

- County
  - Collaborative Community
    - ▷ **Board of Supervisors**
      - County Manager / Clerk of the Board
      - Assessor-County Clerk-Recorder
      - Controller's Office
      - Treasurer-Tax Collector
      - Retirement (SamCERA)
      - County Counsel
      - Information Services Department
      - Grand Jury
      - Non-Departmental Services
      - Contingencies
      - Debt Service Fund

**Budget Unit Description**

The Board of Supervisors establishes legislative policy for the efficient administration of County government and ensures the delivery of services required for the general health, welfare and public safety of the residents and taxpayers of San Mateo County. The Board's five members are elected to four-year terms and supported by a staff of fifteen. Board members are elected countywide to serve the district in which they reside. The Board of Supervisors exercises legislative and quasi-judicial authority, and works with County departments, other local government agencies and citizens to achieve the goals identified in its *Shared Vision 2025* report. This commitment includes holding community forums, monitoring goals and reporting progress to the citizens of the County.



**Discretionary Net County Cost**

The portion of this budget unit's FY 2010-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$3,644,530 or 100%. Of this amount, 100% includes Mandated

Services with no specified maintenance-of-effort (MOE) requirements.

**FY 2010-11 Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; contributions to retirement and increased service charges. Fund Balance and Reserves have been returned to the General Fund as part of the Board District reduction plan to address the County structural budget deficit.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | (388,315) |
| Appropriations      | 368,940   |
| Intrafund Transfers | 0         |
| Reserves            | (182,643) |
| Net County Cost     | 574,612   |
| Positions           | 0         |

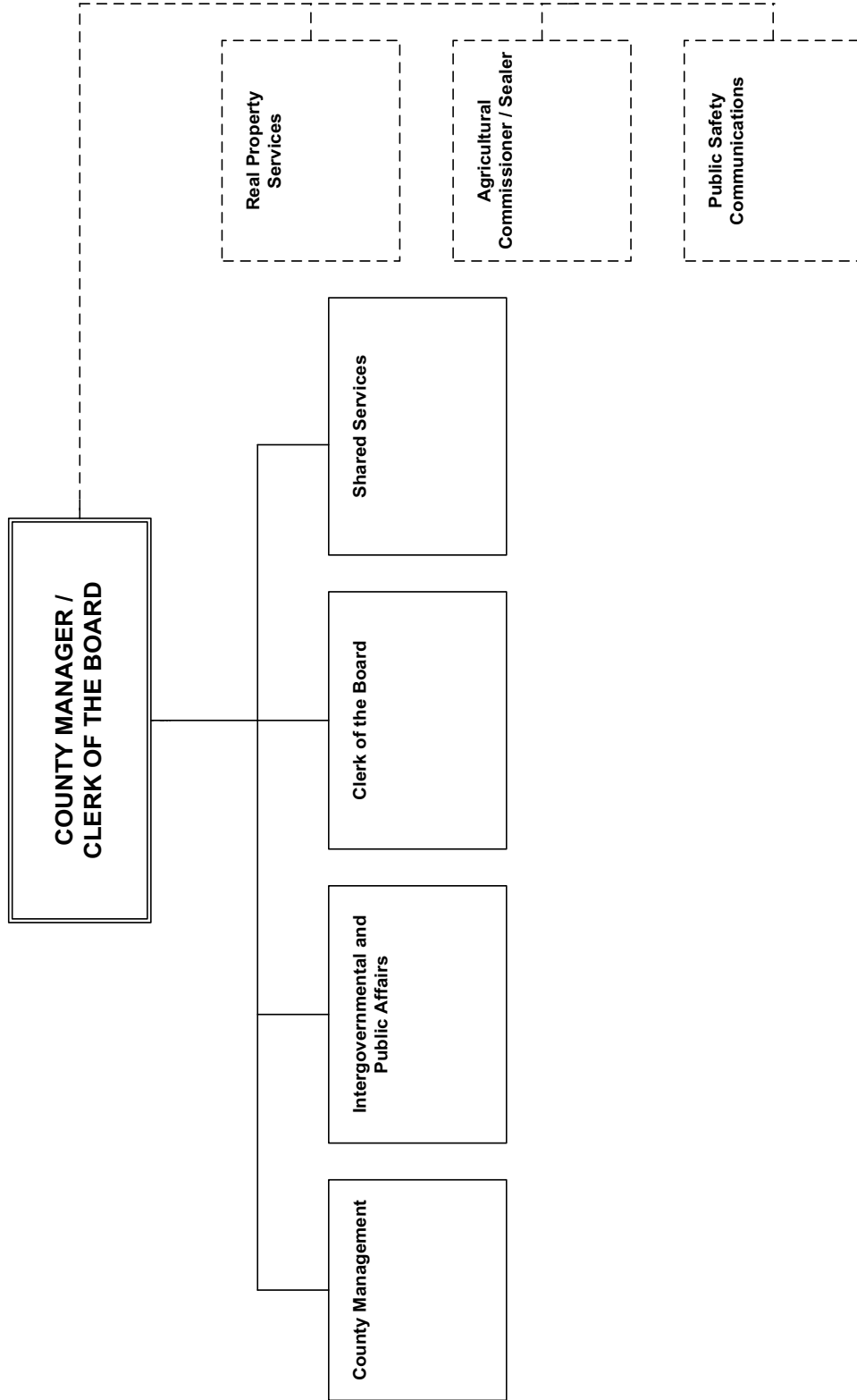
**FY 2011-12 Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

No change.

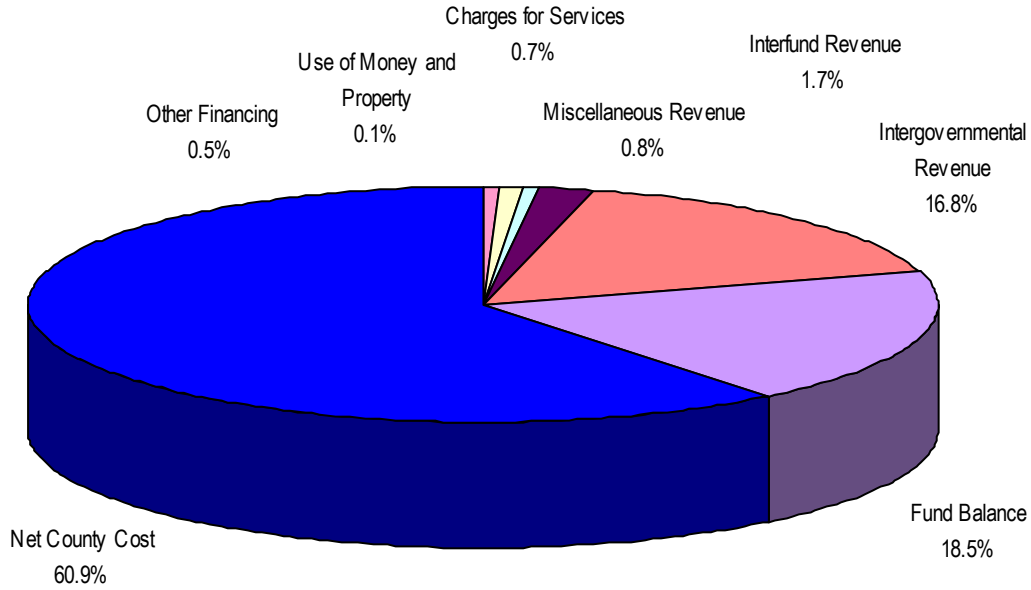
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# COUNTY MANAGER / CLERK OF THE BOARD

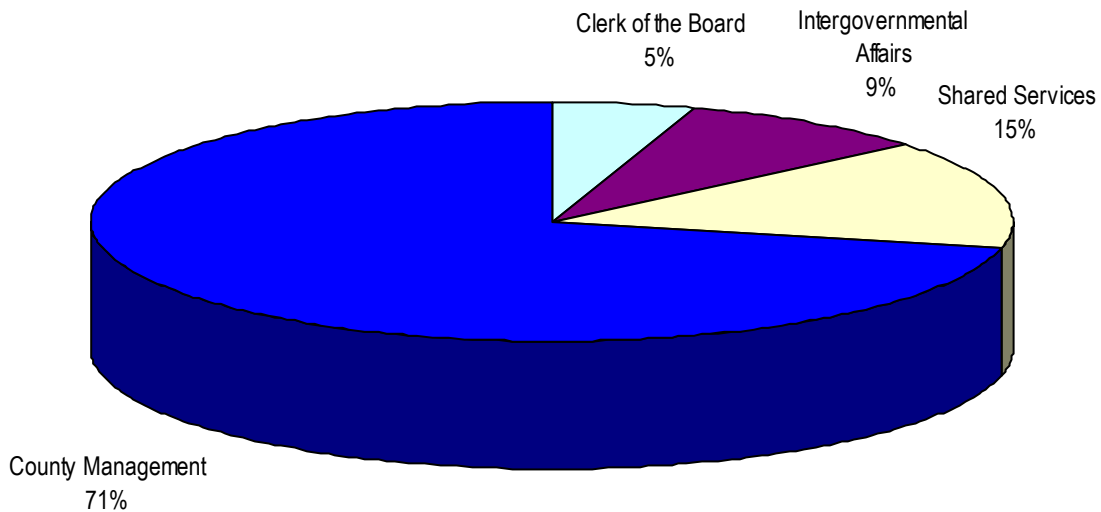


## County Manager / Clerk of the Board

### FY 2010-11 Recommended Sources



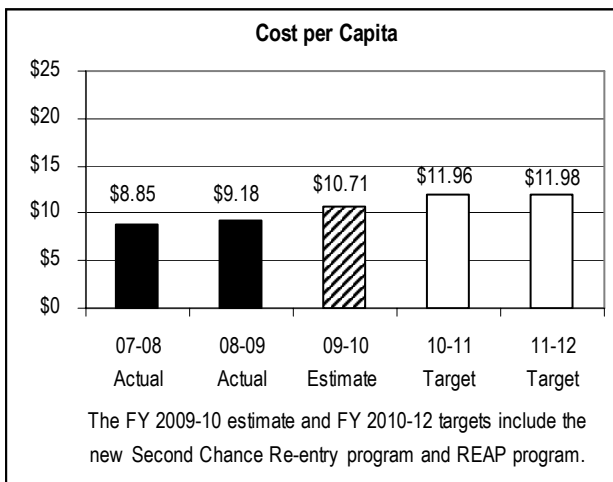
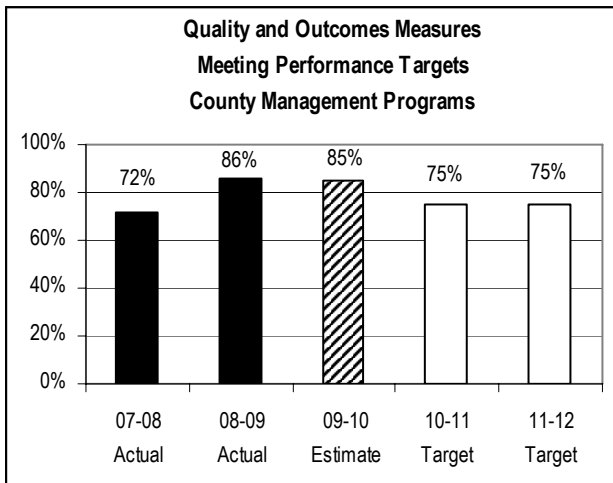
### FY 2010-11 Recommended Requirements



**Department Locator**

- County
  - Collaborative Community
    - Board of Supervisors
    - ▷ **County Manager / Clerk of the Board**
      - Assessor-County Clerk-Recorder
      - Controller's Office
      - Treasurer-Tax Collector
      - Retirement (SamCERA)
      - County Counsel
      - Information Services Department
      - Grand Jury
      - Non-Departmental Services
      - Contingencies
      - Debt Service Fund

**Department Measures**



**Department Mission Statement**

The County Manager / Clerk of the Board's mission is to lead San Mateo County's efforts to fulfill the Board of Supervisors' vision of a healthy, livable, prosperous, environmentally conscious and collaborative community.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**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.

- **Shared Vision 2010 / 2025**  
Intergovernmental and Public Affairs assisted the Board of Supervisor's 2008 update of Shared Vision conducting ten community forums, two in Spanish, an online forum and the first Youth Town Hall meeting with more than 125 middle and high school student participating. As a result of that process the Board adopted five broad outcome statements to establish *Shared Vision 2025*.
- **Community Forums**  
Conducted a series of community forums on the structural budget challenge throughout the county as well as a live forum televised on PenTV to better inform residents, stakeholders and partners to the deficit and the need to achieve a sustainable budget.
- **Five-Year Budget Balancing Plan**  
Signs of the recession began in 2007 when the County had to use \$25 million in Reserves to balance its budget. Local revenues were not keeping pace with spending. Proactive steps were taken in December 2007, including the implementation of a hiring freeze and deferrals of major purchases and projects. The Board of Supervisors also adopted a five-year plan to eliminate the deficit by 2013, which includes a collaborative budget-balancing framework with principles and strategies that have been adopted by the Board. The plan also includes managed use of Reserves as ongoing reductions, efficiencies, and new revenues are put in place to reach structural balance by 2013.
- **Achieved Highest Credit Ratings from Moody's and Standard and Poor's**  
As part of efforts to refinance the Youth Services Center bonds in 2008, the County Manager's Office pursued underlying credit ratings to replace the use of insurance as a credit enhancement when issuing bonds. San Mateo County received the highest ratings for a California county from Moody's (Aa1) and Standard and Poor's (AAA), which resulted in reduced borrowing costs for taxpayers.
- **SMC Summit: Rebuilding California From the Ground Up**  
Assisted in convening SMC Summit: Rebuilding California from the Ground Up, bringing together 125 city, school and San Mateo County officials at a state government reform strategic

planning forum to better align state and local responsibilities and funding.

- **Creation of Community Services Group**

The Community Services Group was created in 2007 to improve County services in the unincorporated area. To achieve this goal, the Deputy County Manager for Community Services has taken a number of steps to provide easier public access to information and improve individual and department accountability and performance. Training classes were held to improve public meeting facilitation and customer service interactions. An in-depth review of department performance measures was conducted. In 2009, to improve communication with the residents of the unincorporated area, the Community Services group initiated SMCNews, a blog with updates on Board action, County services and programs and other items of interest.

- **San Mateo County Video**

Intergovernmental and Public Affairs created and updated an eight-minute video providing an overview of County programs and services as well as challenges ahead. The video was made available on the County website and YouTube.com.

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services.

- **Dispatching Services**

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

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

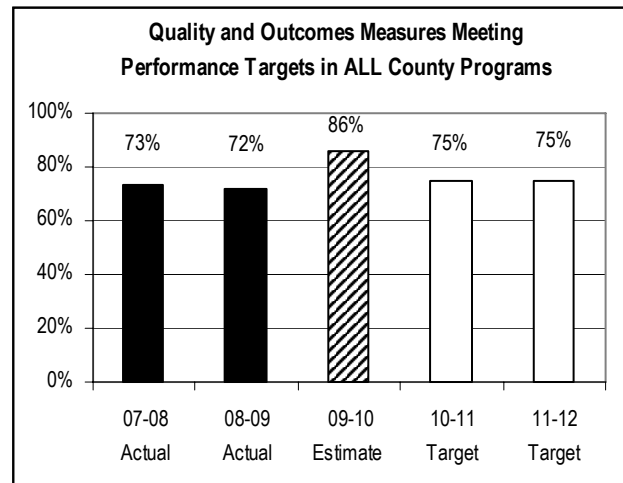
- **Environmental Purchasing Achievements**

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

departments money and preserving natural resources. The Unit also worked with departments to implement the anti-Styrofoam food ware ordinance during FY 2007-08.

- **Cool Counties Declaration**

In October 2007, the Board of Supervisors adopted the Cool Counties Declaration and committed to reducing the County carbon footprint. To meet the requirements of the declaration, the Deputy Manager for Community Services established a County Green Team that includes representatives from all County departments. The Green Team has developed and implemented a number of projects and programs that both increase environmental awareness within the County and reduce our carbon emissions.



## Major Accomplishments in FY 2009-10

### COLLABORATIVE COMMUNITY

- Completed the FY 2008-09 report card on the County's contributions to achieving Shared Vision 2025 community outcomes
- Launched several initiatives to inform and involve employees and the public on the County's budget challenge, including employee and community forums, a new Employee Suggestion STARS Award category, budget newsletters, and SMC Budget Ideas web site generating more than 200 budget solution ideas from employees and the community
- Established an online County Calendar
- Piloted *Peak Democracy*, an online community engagement tool, *GovDelivery*, an email subscription management service, and kiosks deployed in five locations to provide better access to information and "way-finding" in county facilities
- Convened a national advocacy group to secure relief for local agencies across the Country that lost funds in the Lehman Brothers Holding, Inc., bankruptcy

### PROSPEROUS COMMUNITY

- Strengthened partnership with San Mateo County Economic Development Association (SAMCEDA) to complete an economic

analysis of San Mateo County to support an economic development strategy for the county

## ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Collaborated with all 20 cities in San Mateo County to initiate a countywide residential energy efficiency program with \$1.6 million in funding from two state grants and federal stimulus funds
- Worked with the Association of Bay Area Governments to develop a regional residential energy retrofit program that includes program standards, contractor training and education, and detailed assessment and reporting
- Through the California Communities Joint Powers Authority (JPA) program, established the groundwork for providing all residents in San Mateo County with the option of participating in a Property Assessed Clean Energy financing program, which offers homeowners the option of repaying loans for retrofit and renewable energy work through their property taxes
- Developed an online data collection tool for the Green Report Card and trained all departments on the use of the tool to collect baseline data for departmental "green" ratings
- Convened a Telework committee that reviewed and recommended updates to the 20-year old County Telecommuting policy to encourage broader use of Telework to reduce commute emissions
- Worked with San Mateo County City Managers Association to conduct a shared services survey identifying services currently shared by cities and / or the County and also interest in sharing additional services

## Major Issues to be Addressed

- **Structural Budget Gap and Increased Demand for Services**—Continued declines in revenues due to minimal growth in property values, reduced consumer spending, rising unemployment and continued stock market volatility have contributed to an ongoing structural budget gap and significant demands for public assistance and safety net services. The General Fund structural budget gap is projected to grow to \$150 million by FY 2014-15 if no action is taken. Reserves have been used to balance the budget to minimize the impact on direct services as the County prioritizes vital services that will remain and restructure to become a smaller organization. Reserves will soon be needed for repairs and improvements to aging County facilities, construction and maintenance of new facilities, upgrades to technology and other infrastructure, and contributions toward unfunded liabilities.
- **Engagement**—Building community and strengthening the County organization requires community participation, ownership, as well as individual leadership. In good times and particularly in challenging times, both employee and citizen engagement is important. Increased education, use of technologies, coupled with good old-fashioned town hall style forums to more fully engage employees, partners, stakeholders

and residents alike, will be required to ensure sustainable budget solutions are developed with outcomes that also achieve our desired future.

## Key Department Initiatives

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

#### Alignment to Shared Vision:

- Collaborative Community

#### Major Issues to be Addressed:

- The current economic downturn is resulting in significant reductions in property and sales tax revenues
- The economy's effects on state and federal revenue have resulted in reduced funding for County programs and services; the County is an agent of the State and depends on almost 40% of its funding from state and federal sources
- Investment losses in the Retirement Fund have increased the County's contributions by 50%
- Reserves are currently being used to balance the budget

#### Goal:

- Eliminate \$150 million General Fund structural budget gap by the end of Fiscal Year 2013

#### Objectives:

- Align County programs and services to the five community outcomes of Shared Vision 2025 to establish the foundation for decision-making based on priorities, available resources and performance
- Inform and involve employees and the public in developing budget solutions
- Achieve \$35 million in program and service reductions
- Achieve \$15 million in Countywide savings and efficiencies
- Achieve \$25 million in labor cost savings
- Achieve \$25 million in new revenues
- Set a minimum of \$100 million or 10% Reserves in the General Fund to maintain the County's strong credit ratings
- Use Shared Vision 2025 with Board-adopted principles and strategies to create a priority-based two-year budget

#### Major Milestones:

- Implemented hiring freeze and directed departments to maintain a 5% vacancy rate and 2% minimum reserves (December 2007)
- Conducted Board study sessions to obtain direction on five-year plan to eliminate the structural budget gap by 2013 (December 2007, December 2008, September 2009, December 2009, March 2010)
- Established regular monthly meetings with labor organizations to provide updates on the State and County budgets and the County's efforts eliminate the structural budget gap (January 2008)

- Created Budget tab on the County homepage to provide regular budget updates and make key budget documents accessible to County employees and the public (May 2009)
- Conducted employee and community forums on the County's budget challenge (May 2009, February-May 2010)
- Launched Budget Idea Forum to get employees and the public more involved in generating, discussing and prioritizing budget ideas and solutions (March 2010)
- Achieved \$2.4 million in labor cost savings and proposed \$35 million in ongoing program and service reductions (FY 2010-11)

**Partners:**

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

**FY 2010-11 Budget Impact:**

Net County Cost targets were established to generate over \$35 million in budget solutions from operating departments. In addition, Countywide reviews are being completed to generate more reductions through space consolidation, consolidation or clustering of administration and support services, reductions in management and supervisory staff by increasing spans of control, contracts review and cost recovery studies. New revenue sources, including taxes and fees, are also being explored with the community to be placed on future ballots.

**2. Community Collaboration to Foster Healthy Development of Youth**

**Alignment to Shared Vision:**

- Prosperous Community

**Major Issues to be Addressed:**

- The need to strengthen community collaborations that foster the healthy development of children and youth, and that supports the elimination of the achievement gap, to better prepare San Mateo County youth to succeed in our global competitive market place;
- Foster greater collaboration among educational, across agencies and with business community leadership to increase appreciation of the link between an educated citizenry and a healthy economy.

**Goals:**

- Better align educational systems with current and future workforce needs
- Establish a collaborative / strategic plan and identify funding to bridge program, service and educational gaps that will improve the outcomes of youth in San Mateo County.

**Objectives:**

- San Mateo County residents are able to meet the workforce needs of current and emerging industries
- Ensure San Mateo County is able to attract and retain leading edge industries

**Major Milestones:**

- Participated in the expansion of Peninsula Policy Partnership Leadership, a collaborative that ensures all levels of government, education and business work together to close the achievement gap and improve the outcomes of youth
- Supported a successful grant application: Alliance for Regional Collaboration to Heighten Educational Success (ARCHES) to augment funding designed to improve academic achievement in San Mateo County's lower performing schools
- Shared Vision 2025 Board Subcommittee convened to determine priority Prosperous Community issues
- Engaged key community partners in a preliminary study session to discuss the need to bridge the student achievement gap and to better align educational systems with current and future workforce needs

**Partners:**

- Child Care Coordinating Council
- County Office of Education
- San Mateo County Community College
- Cal State East Bay
- San Mateo County Economic Development Commission
- San Mateo County Hispanic Chamber of Commerce
- California State Assembly
- Silicon Valley Community Foundation
- San Mateo County Central Labor Council

**FY 2010-11 Budget Impact:**

There is no impact to the FY 2010-11 budget.

**3. Greening San Mateo County**

**Alignment to Shared Vision:**

- Environmentally Conscious Community

**Major Issues to be Addressed:**

- Climate change will have a major effect on the environment, the economy, and community health.
- By signing the Cool Counties Declaration, San Mateo County committed to being a leader in climate action.

**Goal:**

- Reduce carbon emission 80% by 2050 from 2005 levels

**Objectives:**

- Maximize energy efficiency of all structures
- Reduce countywide dependence on non-renewable energy



- Promote alternatives to single occupant automobile travel including walking, biking, carpooling and public transit
- Reduce emissions from County vehicles with hybrid, clean fuel and alternative fuel vehicles and equipment
- Reduce solid waste generation and maximize reuse and recycling
- Reduce water consumption
- Promote “green” jobs
- Promote climate action education
- Promote locally grown foods
- Develop a climate action plan

**Major Milestones:**

- Received a Flex Your Power award from the State of California for saving over 1,400 tons of CO<sub>2</sub> through lighting retrofitting and the computer power management program
- At the direction of Supervisor Mark Church, and working with the Department of Public works, developed a 280 kilowatt solar photovoltaic project for the County garage
- Secured \$1.6 million in state and federal grant funding to support a countywide residential energy efficiency program.
- Convened the Solar Roundtable comprised of citizens, solar company representatives and County staff to develop a program to promote energy efficiency audits and installation of renewable energy systems by residents of the unincorporated area
- Over 1,200 County employees participate in the Commute Alternatives Program and take public transit or walk, carpool or ride their bikes to work
- The Board adopted an “opt out” policy so that Departments purchasing vehicles justify why they are not purchasing a hybrid vehicle
- Convened a workgroup to explore ways to make telecommuting an option for reducing commute emissions for more County employees
- Developed the Green Report card to promote and track implementation of green operating policies at County facilities
- Organized a variety of education efforts including the Green Bag lecture series and the Green BBQ and staffed information tables at many County events including farmer’s markets

**Partners:**

- County Departments
- County Employees
- Community based organizations
- Local Businesses

**FY 2010-11 Budget Impact:**

Projected cost savings from “green” initiatives will be calculated through the Green Report Card Project as will CO<sub>2</sub> reductions.

**4. Collaborative Performance Management System**

**Alignment to Shared Vision:**

- Collaborative Community

**Major Issues to be Addressed:**

- The County must prioritize programs and services to eliminate a \$150 million structural deficit by 2013
- The existing management system lacks a clear line of sight that emphasizes collaboration to prioritize individual goals and contributions toward achieving client-centered outcomes and Shared Vision 2025 community outcomes

**Goal:**

- Implement a Collaborative Performance Management System by 2012

**Objectives:**

- Maximize employee and organizational success through development of employee plans that link employee job performance and professional development goals with program and department goals and Shared Vision 2025 outcomes
- Achieve 100% of performance evaluations completed for all employees
- Prioritize remaining resources toward Shared Vision 2025 community outcomes
- Strengthen partnerships with community-based organizations and other service providers

**Major Milestones:**

- Develop and review employee performance management framework with County leadership using input from managers and supervisors (April 2010)
- Conduct and evaluate pilot phase for employees in four County departments (July 2010-June 2011)
- Develop implementation plan for Countywide rollout (May 2011)
- Use client-centered framework and initiate Countywide performance-based contracting with community-based organizations (FY 2010-11)

**Partners:**

- County Departments
- County Management, Supervisors and Line Staff
- Community Partners

**FY 2010-11 Budget Impact:**

Existing staff and resources will be used in the County Manager’s Office to lead this effort during the pilot phase. One-time resources will be needed in Human Resources to build the performance management framework into the County’s Learning Management System (LMS), develop training and provide the support to pilot departments during the pilot and evaluation phase.

## Other Significant Objectives by Program

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

- County Management
- Intergovernmental and Public Affairs
- Clerk of the Board
- Real Property Services
- Public Safety Communications
- Shared Services
- Agricultural Commissioner / Sealer

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

### County Management

- Maintain 0% budgets exceeding appropriations at year-end
- Achieve at least 75% of quality and outcomes measures meeting performance targets in all County programs
- Achieve at least 90% of survey respondents indicating training will improve job performance and/or prepare them for promotional opportunities
- Establish baselines to measure outcomes of Green Initiatives—percent of departments getting “passing” grades on the Green Report card, number of people benefiting from County Green education efforts and tons of CO<sub>2</sub> eliminated
- Establish resident satisfaction measure for unincorporated areas

### Intergovernmental and Public Affairs

- Act on 90% of advocacy and engagement strategies
- Achieve 90% customer satisfaction ratings
- Fully implement strategic plan

### Clerk of the Board

- Process at least 95% of agendas accurately
- Publish at least 94% of agenda items online
- Initiate 100% of boards and commissions recruitments within established time frames

### Real Property Services

- Maintain annual leased space costs at \$39.96 or lower
- Maintain an overall customer satisfaction rate of at least 90%

### Public Safety Communications

- Accurately process and Dispatch 95% of high priority calls for Police, Fire and Medical Services
- Achieve a service delivery customer satisfaction rating of 90% or better

### Shared Services

- Achieve customer satisfaction rating of 90% or better

- Save approximately \$9.4 million dollars (Purchasing, Copy Center, Mail Services)

### Agricultural Commissioner / Sealer

- Ensure that 98% of agricultural and pest control businesses are in compliance with all pesticide regulatory requirements
- Intercept 300 harmful pests subject to state quarantine actions
- Ensure that 90% of businesses are in compliance with Weights and Measures consumer protection requirements

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

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Use of Money and Property     | 138,215           | 128,430           | 13,100             | 13,100                 |                   | 13,100                 |
| Intergovernmental Revenues    |                   |                   |                    | 1,952,586              | 1,952,586         | 1,952,586              |
| Charges for Services          | 190,115           | 217,823           | 208,998            | 70,072                 | (138,926)         | 74,498                 |
| Interfund Revenue             | 206,472           | 221,539           | 232,532            | 180,010                | (52,522)          | 183,509                |
| Miscellaneous Revenue         | 144,457           | 89,897            | 84,450             | 83,950                 | (500)             | 83,950                 |
| Other Financing Sources       | 2,261             | 2,162             | 48,918             | 52,200                 | 3,282             | 52,200                 |
| <b>Total Revenue</b>          | <b>681,520</b>    | <b>659,850</b>    | <b>587,998</b>     | <b>2,351,918</b>       | <b>1,763,920</b>  | <b>2,359,843</b>       |
| Fund Balance                  | 1,052,037         | 1,777,770         | 1,925,041          | 1,769,232              | (155,809)         | 1,734,432              |
| <b>TOTAL SOURCES</b>          | <b>1,733,557</b>  | <b>2,437,620</b>  | <b>2,513,039</b>   | <b>4,121,150</b>       | <b>1,608,111</b>  | <b>4,094,275</b>       |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 5,350,941         | 5,488,151         | 5,915,984          | 5,872,336              | (43,648)          | 5,915,643              |
| Services and Supplies         | 1,128,872         | 1,107,742         | 2,214,020          | 3,195,647              | 981,627           | 3,187,888              |
| Other Charges                 | 1,784,056         | 1,822,783         | 963,280            | 830,162                | (133,118)         | 813,071                |
| Fixed Assets                  |                   | 32,351            | 10,000             | 10,000                 |                   | 10,000                 |
| <b>Gross Appropriations</b>   | <b>8,263,869</b>  | <b>8,451,027</b>  | <b>9,103,284</b>   | <b>9,908,145</b>       | <b>804,861</b>    | <b>9,926,602</b>       |
| Intrafund Transfers           | (619,484)         | (646,551)         | (677,058)          | (588,012)              | 89,046            | (633,344)              |
| <b>Net Appropriations</b>     | <b>7,644,385</b>  | <b>7,804,476</b>  | <b>8,426,226</b>   | <b>9,320,133</b>       | <b>893,907</b>    | <b>9,293,258</b>       |
| Contingencies / Dept Reserves | 565,488           | 683,250           | 1,295,169          | 1,228,440              | (66,729)          | 1,228,440              |
| <b>TOTAL REQUIREMENTS</b>     | <b>8,209,873</b>  | <b>8,487,726</b>  | <b>9,721,395</b>   | <b>10,548,573</b>      | <b>827,178</b>    | <b>10,521,698</b>      |
| <b>NET COUNTY COST</b>        | <b>6,476,316</b>  | <b>6,050,106</b>  | <b>7,208,356</b>   | <b>6,427,423</b>       | <b>(780,933)</b>  | <b>6,427,423</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| Salary Resolution             | 40.0              | 40.0              | 38.0               | 38.0                   |                   | 38.0                   |
| Funded FTE                    | 39.5              | 39.5              | 38.8               | 38.0                   | (0.8)             | 38.0                   |

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## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$1,608,111 or 63.9% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$1,952,586 in this funding source due to new state and federal grant revenues for Second Chance Re-Entry and the Residential Energy Assistance Program (REAP).

#### Charges for Services

There is a net decrease of \$138,926 in this funding source primarily due to the elimination of reimbursement from Pen TV for the Pen TV coordinator position in Intergovernmental and Public Affairs Program.

#### Interfund Revenue

There is a net decrease of \$52,522 in this funding source primarily due to the reclassification of revenue in the amount of \$50,000 and a reduction of \$2,522 in Mail Services reimbursements.

#### Miscellaneous Revenue

There is a decrease \$500 in this funding source due to the elimination of prize money for the County's display booth at the State Fair.

#### Other Financing Sources

There is a net increase of \$3,282 in this funding source primarily due to the elimination of reimbursement for the Criminal Justice Information Systems position in the amount of \$46,718 and an increase of \$50,000 for the reclassification of Interfund Revenue.

#### Fund Balance

There is a net decrease of \$155,809 in this funding source primarily due to the elimination of one-time projects and purchases in FY 2009-10.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$827,178 or 8.5% from the FY 2009-10 Revised to the FY 2010-11 Recommended due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$43,648 in this expenditure category primarily due to the elimination of one vacant Management Analyst position for the Rotational Analyst Program and one vacant Mail Services Driver position. These decreases more than offset the addition of two fully funded positions for REAP.

#### Services and Supplies

There is a net increase of \$981,627 in this expenditure category primarily due to fully funded operational costs for REAP and Second Chance Re-Entry. REAP will help educate the community on energy efficiency and best practices and provide incentives to residents to undertake home energy audits and perform energy retrofit work. The Second Chance Re-Entry program will provide housing, food, jobs, and treatment programs for inmates after release from jail.

#### Other Charges

There is a net decrease of \$133,118 in this expenditure category due to reductions in the Memberships and Contributions budget for the Cabrillo School District contract that funded one-third of the cost of a full-time community school coordinator for \$40,000; elimination of the Math and Science Innovation project for \$14,000; elimination of a contribution in the amount of \$75,000 to the Parks and Recreation Foundation as part of a multi-year reduction plan; and miscellaneous reductions in service charges for \$4,118.

#### Intrafund Transfers

There is a net decrease of \$89,046 in expenditure reimbursements primarily due to the elimination of partial funding from the Human Services Agency for salary and benefit costs for the Legislative Coordinator position in Intergovernmental Affairs and the elimination of reimbursement from Criminal Justice departments for the cost of the Criminal Justice Information Systems position.

#### Contingencies / Departmental Reserves

There is a net decrease of \$66,729 in this expenditure category primarily due to the use of Reserves for one-time projects and purchases. The balance in Reserves represents 13.2% of Net Appropriations, which exceeds the County Reserves Policy requirement by \$1,042,037.

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**NET COUNTY COST**

There is a net decrease of \$780,933 or 10.8% in this Department's General Fund allocation primarily due to the elimination of two vacant positions; elimination of various contributions; and reductions in operating costs to meet budget target.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$26,875 or 0.65% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Charges for Services

There is a net increase of \$4,426 due to increased charges for Mail Services.

Interfund Revenue

There is a net increase of \$3,499 due to increased reimbursements for Mail Services pass-through costs.

Fund Balance

There is a net decrease of \$34,800 due to the use of Fund Balance for one-time projects and purchases in FY 2010-11.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$26,875 or 0.3% from the FY 2010-11 to the FY 2011-12 Recommended due to the following changes:

Salaries and Benefits

There is a net increase of \$43,307 in this expenditure category primarily due to merit increases, retirement contributions and health benefits.

Services and Supplies

There is a net decrease of \$7,759 in this expenditure category primarily due to reductions in the Clerk of the Board budget for miscellaneous supplies and printing costs.

Other Charges

There is a net decrease of \$17,091 in this expenditure category primarily due to reductions in miscellaneous service charges.

Intrafund Transfers

There is a net increase of \$45,332 in expenditure reimbursements primarily due to increased reimbursement from General Fund departments for additional Mail Services pass-through costs.

Contingencies / Departmental Reserves

There is no change in Reserves. The balance in Reserves represents 13.2% of Net Appropriations, which exceeds the County Reserves Policy requirement by \$1,042,575.

**NET COUNTY COST**

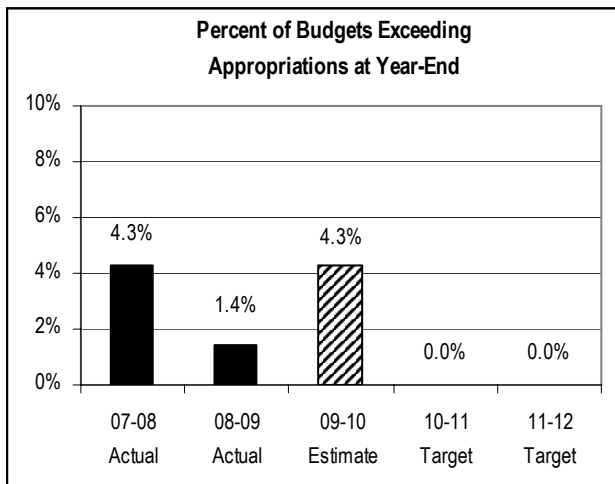
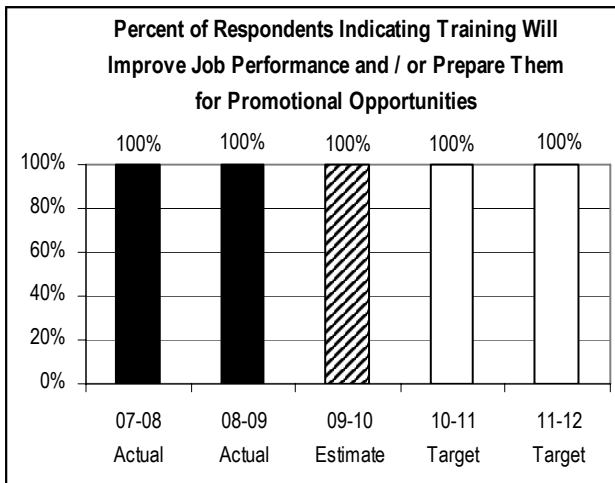
No change.

## County Management (1210P)

### Program Locator

- County
  - Collaborative Community
    - County Manager / Clerk of the Board
      - ▷ **County Management**
        - Intergovernmental Affairs
        - Clerk of the Board
        - Shared Services

### Headline Measures



### Program Outcome Statement

County Management provides leadership and direction to County departments, prepares and monitors the County budget, monitors program performance and oversees all County Manager / Clerk of the Board functions to achieve County goals and implement policies set by the Board of Supervisors.

### Services and Accomplishments

County Management includes Administration and Support and Budget and Performance functions of the County Manager / Clerk of the Board. These functions primarily contribute to the Shared Vision 2025 outcome of a Collaborative Community. Major responsibilities include overseeing the preparation and administration of the County budget, monitoring performance of County programs, leading multi-departmental and Countywide initiatives, and coordinating the activities of County departments. This program also oversees all other functions of the County Manager / Clerk of the Board, including Intergovernmental and Public Affairs, Clerk of the Board, Shared Services (Purchasing, Surplus Property, Mail Services, Copy Center), Real Property Services, Public Safety Communications, and Agricultural Commissioner/Sealer, and administers contracts with the San Mateo County Bar Association for Private Defender or indigent defense services, and CAL FIRE for fire protection services in unincorporated areas not in other fire protection districts and county service areas.



The following are major accomplishments in the current year:

- Created the Collaborative Performance Management System (CPMS) with Human Resources and managers / supervisors, to create a clear line of sight from individual employee contributions to Shared Vision 2025 community outcomes
- Created a collaborative framework and multi-year balanced approach to eliminating the budget deficit by Fiscal Year 2013, including balancing principles and strategies, employee and community forums, Web / e-mail updates and Budget Idea Forum
- Established the Reduce Before You Produce countywide residential energy reduction project that includes representatives from all 20 cities and \$1.67 million in funding from two state grants and federal stimulus funding; the project includes a Property Assessed Clean Energy financing option and participation in a regional retrofit program sponsored by the Association of Bay Area Governments

- Refunded existing bonds to achieve \$780,000 in annual debt service savings; maintained the highest credit ratings for a California county from Moody's (Aa1) and Standard & Poor's (AAA)
- Continued leadership in organization-wide initiatives including Succession Planning, Cultural Competence, Re-Entry Programs, Jail Planning, Facilities Master Plan, Wellness Policy, Reserves Policy, Managing for Competitiveness Policy and Performance-Based Contracting

### **Story Behind Performance**

County Management leads efforts to improve operational and financial performance in all County programs to ensure progress toward Shared Vision 2025, which reflects the desired outcomes and priorities for the community today and for years to come. The five "community outcomes" (healthy, livable, prosperous, environmentally conscious and collaborative) provide a foundation for sound decision-making – a sustainable County budget must provide the means necessary to achieve these outcomes.

The mid-year elimination of the vacant Assistant County Manager and Executive Secretary positions as part of the plan to reduce Net County Cost by 15% will have minimal performance impact. The positions were kept vacant to prepare for budget reductions, and duties have been re-prioritized and assigned to the County Manager and three Deputies and existing support staff.

Performance reporting has been improved this year to provide a higher-level "quick check" overview of performance and long-term trends. Year-end performance estimates submitted by departments indicate that County programs are expected to meet current year performance targets for 86% of Quality and Outcome measures, exceeding the Countywide target of 75%. Performance for most of these measures is estimated to be the same or better than last year, and the overall trend over the last five years indicates that Countywide performance is moving in a favorable direction. Trends vary, however, within each community outcome and within each department. The impacts of the prolonged recession have resulted in greater demands for health care, employment assistance and basic needs. It is anticipated that these impacts will continue or worsen at the same time local revenues and state and federal allocations continue to decline.

The Collaborative Performance Management System (CPMS) was created this year with Human Resources using input from Executive Leadership Academy and First Line Supervisory Academy participants. CPMS will provide a clear line of sight so that employees can prioritize their work and focus reduced resources on improving client and community outcomes. A number of pilot departments, including Human Resources and unrepresented staff in the County Manager's Office, Probation and First 5, will be trained to use and evaluate the system beginning in July. The key concepts of CPMS, including collaborative performance planning and monitoring, feedback and evaluation, will be used to implement performance-based contracting Countywide.

County Management also contributes to Shared Vision goals by effectively managing the County's budget. Of the 66 budgets monitored, one or 1.4% will exceed appropriations by year-end. Budget and Performance staff will continue to meet with Probation on a regular basis to ensure year-end savings targets are met and that a plan is in place to stay within budget. A five-year plan to eliminate the County's structural budget imbalance by 2013 was approved by the Board in December 2007. This year the Board adopted a set of budget balancing principles and strategies to ensure that all options are explored, using community values and outcomes identified in the Shared Vision 2025 process. The Board also adopted a multi-year balancing plan that includes a combination of program and service reductions, Countywide savings, labor cost savings, and new revenues, and minimum reserve levels to maintain the County's strong credit ratings. Departments presented \$36 million in proposed program and service reductions during Board study sessions in March. These proposed solutions reduce the structural deficit to about \$90 million; Reserves will be used until ongoing solutions are put in place. The focus for the remainder of the five-year plan will be on labor cost savings, Countywide solutions (span of control, contracts and purchasing, space consolidation, administration and support review), cost recovery efforts and new revenues. A community-wide approach will be needed to further prioritize services, align resources, and measure outcomes and effectiveness to achieve a sustainable budget.

During these challenging times, County Management remains committed and actively involved in efforts to promote innovation and learning throughout the County organization. The Executive Team provides leadership on the Succession Planning Implementation and Evaluation Steering Committee, promotes benchmarking and implementation of best practices, and conducts training for the Executive Leadership Academy, Management Development Program (MDP) and First Line Supervisory Academy in the areas of leadership, community engagement, performance planning and management, and coaching. The Executive Team will be conducting training sessions during the pilot and multi-year phase-in of the Collaborative Performance Management System (CPMS). A Bay Area regional performance benchmarking pilot was initiated in April in collaboration with Marin County. Outcomes benchmarks will be created for goal-setting, resource allocation and performance improvement efforts.

The Budget and Performance Unit also provides training through MDP, Fiscal Officer Training Academy, monthly Fiscal Officers meetings and at the request of departments. Training evaluations reflect that 100% of respondents indicate training received will improve the quality of their work. In the future, this measure will be changed to capture all training provided by County Manager staff, and to ask whether the training will improve job performance and prepare the participant for promotional opportunities. The proposed reduction of one vacant Management Analyst position assigned to the Rotational Analyst Program will eliminate the opportunity for department staff to gain experience in Countywide performance management, budget preparation and monitoring, policy development, and review of contracts and Board reports.

Departments will need to take the initiative and create other opportunities for their staff to gain experiences in these areas. The Analyst reduction will also result in redistribution of workload and reduce the number of trainings offered by Budget and Performance from ten to eight classes.

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

- To eliminate the structural budget deficit by 2013 given continued decline in property taxes, increases in pension costs, significant reductions in state funding and increased demand for services
- To ensure the community and employees are engaged in prioritizing services and share responsibility for budget solutions

**Program Objectives**

County Management will meet performance targets by doing the following:

Maintain 0% of Budgets Exceeding Appropriations at Year-End

- Continue multi-year forecasting for early identification of major budget issues
- Monitor budgets on a regular basis and take proactive measures to bring at-risk departments within budget
- Create a new model and approach for prioritizing and allocating General Fund support
- Implement Countywide solutions toward eliminating the structural deficit
- Implement full cost recovery model and create Fee Policy to ensure ongoing fee updates

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

- Continue to actively engage community partners, residents and employees in prioritizing services with reduced resources
- Participate in pilot phase of the new Collaborative Performance Management System (CPMS)
- Evaluate CPMS pilot phase and work with Human Resources and departments to prepare Countywide implementation plan
- Explore implementation of a two-year budget to create staff time in all departments to focus on performance planning and management, and provide support to departments for performance improvement efforts and other value-added services
- Collaborate with peers in other counties to create Bay Area and Comparable Counties performance benchmarks
- Participate in the implementation of countywide 211 information and referral phone system
- Continue to implement succession planning and other Countywide initiatives to improve organizational effectiveness

Achieve 100% of Respondents Indicating Training Will Improve Job Performance / Prepare Them for Promotional Opportunities

- Continue to recruit and bring in trainers and presenters from operating departments

- Collaborate with Controller's Office to train departments on full cost recovery to increase future revenues
- Provide training and ongoing support to departments during CPMS pilot phase and Countywide implementation
- Align training with CPMS goals of improving job performance and preparing participants for promotional opportunities

Establish Baseline Data to Measure Outcomes of Green Initiatives

- Measure the number of people benefiting from County Green education efforts
- Develop online reporting tool for the Green Report card, train pilot departments on use of tool to develop baseline data.
- Measure tons of CO<sub>2</sub> eliminated due to County green initiatives

Establish Resident Satisfaction Measure and Baseline for Unincorporated Areas

- Promote and maintain the SMCNews blog for residents of the unincorporated area and add interactive feature



**Performance Measures Summary Table**

| <b>Performance Measures</b>   | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|---|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What/How Much We Do (Effort)</b>   |                              |                              |                                |                              |                              |
| Number of budgets monitored   | 70                           | 69                           | 66                             | 63                           | 63                           |
| Number of performance measures monitored:   |                              |                              |                                |                              |                              |
| - Quality and Outcome measures  | 572                          | 587                          | 567                            | 567                          | 567                          |
| - Workload and other measures   | 472                          | 493                          | 477                            | 477                          | 477                          |
| Number of training sessions offered   | 11                           | 13                           | 16                             | 14                           | 19                           |
| Number of participants  | 180                          | 300                          | 494                            | 469                          | 669                          |
| Number of people benefitting from County Green education efforts (data development)   | ---                          | ---                          | 1,000                          | 1,000                        | 1,000                        |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                              |                              |                                |                              |                              |
| Percent of budgets exceeding appropriations at fiscal year-end  | 4.3%                         | 1.4%                         | 4.3%                           | 0%                           | 0%                           |
| Percent of survey respondents rating training sessions good or better   | 100%                         | 100%                         | 100%                           | 90%                          | 90%                          |
| Percent of Departments getting "passing" grades on the Green Report card (data development)   | ---                          | ---                          | ---                            | ---                          | ---                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                              |                              |                                |                              |                              |
| Amount and percent of General Fund Contingencies and Non-Departmental Reserves used during the fiscal year <sup>(1)</sup>                   | \$67.6 million / 36.3%       | \$7.1 million / 3.7%         | \$3.4 million / 2.2%           | \$0 / 0%                     | \$0 / 0%                     |
| Number and percent of Quality and Outcome measures meeting performance targets for ALL County Programs                                      | 418 / 73%                    | 423 / 72%                    | 486 / 86%                      | 425 / 75%                    | 425 / 75%                    |
| Percent of survey respondents indicating training sessions will improve job performance and / or prepare them for promotional opportunities | 100%                         | 100%                         | 100%                           | 100%                         | 100%                         |
| Tons of CO <sub>2</sub> eliminated due to County green initiatives (data development)   | ---                          | ---                          | ---                            | ---                          | ---                          |

(1) Total FY 2009-10 General Fund Contingencies and Non-Departmental Reserves is \$151.8 million. The Board approved the use of Reserves for the following: Census 2010 Coordinator in the amount of \$90,000; Economic Urgency Initiative in the amount of \$500,000; Solar Genesis Project in the amount of \$272,750; and the La Honda / Pescadero School District in the amount of \$2,500,000.

## County Management (1210P) Resource Allocation Summary

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution            | 17.0              | 17.0              | 16.0               | 17.0                   | 1.0               | 17.0                   |
| Funded FTE                   | 17.0              | 17.0              | 16.7               | 17.0                   | 0.3               | 17.0                   |
| <b>Total Requirements</b>    | 5,178,386         | 5,591,098         | 6,183,846          | 7,521,796              | 1,337,950         | 7,521,796              |
| <b>Total Sources</b>         | 1,145,499         | 1,505,957         | 1,556,991          | 3,491,614              | 1,934,623         | 3,491,614              |
| <b>Net County Cost</b>       | 4,032,887         | 4,085,141         | 4,626,855          | 4,030,182              | (596,673)         | 4,030,182              |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>A-87 Cost Plan</b>        |                   |                   | 591,726            | 511,442                | (80,284)          | 511,442                |
| <b>Non-Mandated Services</b> |                   |                   | 4,035,129          | 3,518,740              | (516,389)         | 3,518,740              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,030,182 or 53.6%. Of this amount, 64.9% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements and 37.8% for the following Non-Mandated Services: Second Chance Re-Entry Program; Residential Energy Action Program (REAP); and County memberships, contributions, and sponsorships.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and increases in retirement contributions and health benefit costs, which have been more than offset by reductions in Extra Help, printing costs, general office supplies, computers and software, office furniture, and meetings and training costs. One-time contributions in Memberships and Contributions have been eliminated. Increases in revenue and appropriations are for the Second Chance Re-Entry Program and the Residential Energy Assistance Program. The Criminal Justice Information Services position was eliminated in FY 2009-10 and reimbursement through Intrafund Transfers has been eliminated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,712,413       | 1,101,938      | 140,153             | 0        | (470,322)       | 0         |

#### 2. Residential Energy Assistance Program (REAP)

Two grant funded REAP positions have been added to assist with the development and implementation of the San Mateo County Residential Energy Assistance Program. One full-time Management Analyst I position will work on community and contractor marketing while the Administrative Assistant II position will be shared with the City / County Association of Governments and will work half-time on coordinating information and referral services for all energy assistance programs available to County residents.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 222,210         | 222,210        | 0                   | 0        | 0               | 2         |

### **3. Elimination of Rotational Analyst Program**

The Rotational Analyst Program was formally added to the County Manager's Office as a result of employee development and succession planning recommendations made during the County Organizational Review of 2006. The Rotational Analyst Program provided a unique opportunity for departmental employees to work in the County Manager's Office on a short-term basis. Rotational Analysts worked on a diverse range of projects and activities, learned about all aspects of county government, and interacted with a wide range of county staff. The last session of the Rotational Analyst Program concluded in November 2009 and the subsequent session for January 2010 was cancelled to generate savings in FY 2009-10. One vacant Management Analyst position has been deleted to help meet FY 2010-11 budget reduction targets.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (126,353)      | 0                   | 0        | (126,353)       | (1)       |

#### **TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,934,623       | 1,197,797      | 140,153             | 0        | (596,673)       | 1         |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, health benefit increases, and reductions in operating costs to fully offset increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 17,091         | 0                   | 0        | 17,091          | 0         |
| 0               | (17,091)       | 0                   | 0        | (17,091)        | 0         |

## County Memberships and Contributions

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

| ORGANIZATION   | Revised<br>FY 2009-10 | Recommended<br>FY 2010-11 | Change           | Recommended<br>FY 2011-12 |
|--|-----------------------|---------------------------|------------------|---------------------------|
| Memberships and Cost Shares:   |                       |                           |                  |                           |
| Alliance for Innovation  | 7,500                 | 7,500                     | 0                | 7,500                     |
| Association of Bay Area Governments (ABAG)                                 | 70,624                | 71,426                    | 802              | 71,426                    |
| California Administrative Officers Association (CAOA)                      | 3,982                 | 3,982                     | 0                | 3,982                     |
| California State Association of Counties (CSAC)                            | 95,047                | 95,047                    | 0                | 95,047                    |
| City / County Association of Governments (C/CAG)                           | 22,395                | 22,395                    | 0                | 22,395                    |
| Housing Endowment and Regional Trust (HEART)                               | 26,079                | 26,079                    | 0                | 26,079                    |
| Joint Venture Silicon Valley Network                                       | 25,000                | 25,000                    | 0                | 25,000                    |
| Local Agency Formation Commission (LAFCo)                                  | 87,827                | 87,827                    | 0                | 87,827                    |
| National Association of Counties (NACO)                                    | 14,525                | 14,525                    | 0                | 14,525                    |
| San Mateo County Economic Development Association (SamCEDA)                | 15,000                | 15,000                    | 0                | 15,000                    |
| Urban County Caucus (UCC)  | 37,000                | 37,000                    | 0                | 37,000                    |
| <b>Memberships and Cost Shares Total</b>                                   | <b>404,979</b>        | <b>405,781</b>            | <b>802</b>       | <b>405,781</b>            |
| Contributions:   |                       |                           |                  |                           |
| Arts Providers (various)   | 55,000                | 55,000                    | 0                | 55,000                    |
| Cabrillo Unified School District   | 40,000                | 0                         | (40,000)         | 0                         |
| FishNet 4C   | 5,000                 | 5,000                     | 0                | 5,000                     |
| Half Moon Bay / Coastside Chamber  | 5,000                 | 5,000                     | 0                | 5,000                     |
| Math and Science Innovation Project  | 14,000                | 0                         | (14,000)         | 0                         |
| National Organization to Insure a Sound-controlled Environment (N.O.I.S.E) | 1,155                 | 1,155                     | 0                | 1,155                     |
| Peninsula Conflict Resolution Center (PCRC)                                | 8,320                 | 8,320                     | 0                | 8,320                     |
| San Mateo County Library Joint Powers Authority                            | 157,388               | 157,388                   | 0                | 157,388                   |
| San Mateo County Parks and Recreation Foundation                           | 75,000                | 0                         | (75,000)         | 0                         |
| Sustainable San Mateo County   | 9,000                 | 9,000                     | 0                | 9,000                     |
| <b>Contributions Total</b>   | <b>369,863</b>        | <b>240,863</b>            | <b>(129,000)</b> | <b>240,863</b>            |
| Disaster Preparedness Day  | 30,000                | 30,000                    | 0                | 30,000                    |
| Fatherhood Collaborative   | 119,596               | 105,367                   | (14,229)         | 105,367                   |

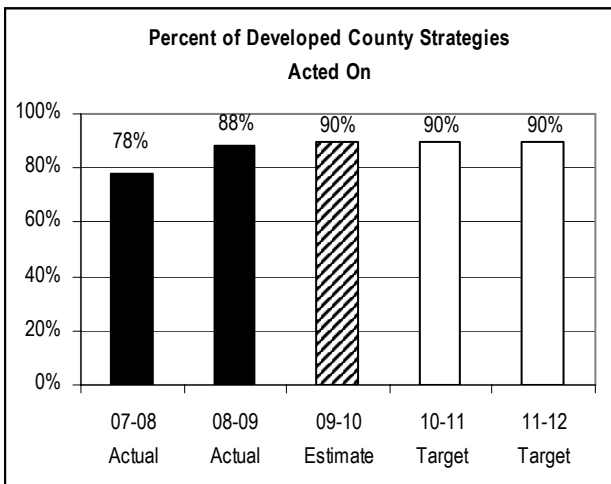
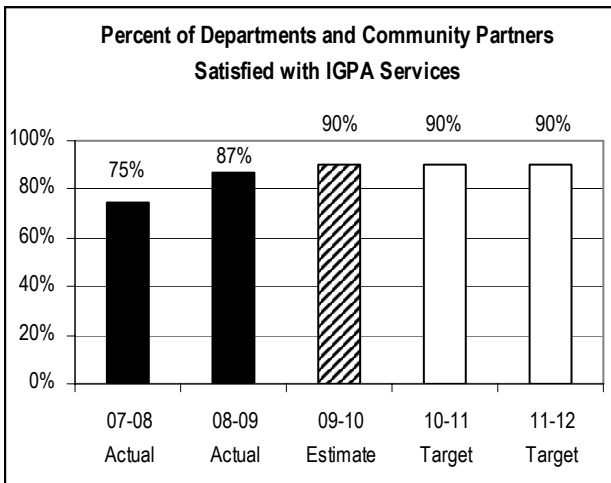
| <b>ORGANIZATION</b>                                     | <b>Revised<br/>FY 2009-10</b> | <b>Recommended<br/>FY 2010-11</b> | <b>Change</b>    | <b>Recommended<br/>FY 2011-12</b> |
|---|-------------------------------|-----------------------------------|------------------|-----------------------------------|
| Middlefield Road Cultural Festival                      | 15,000                        | 15,000                            | 0                | 15,000                            |
| Older Driver Traffic Safety Seminars                    | 10,000                        | 10,000                            | 0                | 10,000                            |
| Seniors on the Move Conference                          | 30,000                        | 30,000                            | 0                | 30,000                            |
| <b>Sponsorships Total</b>                               | <b>204,596</b>                | <b>190,367</b>                    | <b>(14,229)</b>  | <b>190,367</b>                    |
|   |                               |                                   |                  |                                   |
| <b>Memberships / Contributions / Sponsorships Total</b> | <b>979,438</b>                | <b>837,011</b>                    | <b>(142,427)</b> | <b>837,011</b>                    |

## Intergovernmental Affairs (1214P)

### Program Locator

- County
  - Collaborative Community
    - County Manager / Clerk of the Board
      - County Management
        - ▷ **Intergovernmental Affairs**
          - Clerk of the Board
          - Shared Services

### Headline Measures



### Program Outcome Statement

The Intergovernmental and Public Affairs Program collaborates with residents, all levels of government and community stakeholders to develop strategies that achieve the vision of the people of San Mateo County, advances a legislative program that protects and promotes the County's interests and ensures consistent and effective communication.

### Services and Accomplishments

The Intergovernmental and Public Affairs Program (IGPA) contributes to achieving the Shared Vision 2025 outcome of a collaborative community where leaders forge partnership, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts. IGPA provides services in four primary areas: legislative, communication, strategic planning and special projects. The Legislative Program engages departments and the community to advance new state and federal policies and funding opportunities. Communications manages countywide internal and external communication efforts. Strategic planning collaborates with departments and engages the community in strategic approaches to issues affecting the entire county and under takes projects to meet the County's mission and advance the County's vision.

The following are major accomplishments in the current year:

#### Legislative Program

- Secured \$200,000 in federal funding for the *Half Moon Bay Library Expansion and Renovation Project* and submitted an additional nine requests in federal fiscal year 2011 totaling \$19 million
- Sponsored Senate Bill 1431 (Simitian) that would allow the County to draw down federal funding made available through the federal State Children's Health Insurance Program enabling the County to continue to provide services to 16,000 children that are currently enrolled in either Healthy Families or the S-CHIP Program
- In cooperation with the San Mateo County Event Center, opposed Senate Bill 1439 (Price), which weakens protections in state law that require proposed mini-satellite wagering facilities to get approval from existing facilities within a 20 mile radius directly impacting the profits of the County Jockey Club

#### Communications

- Led the Communications Workgroup, a multi-department team developing ways to improve internal and external communications with an emphasis on communications leadership for the countywide effort to engage residents and employees in recognizing the County's budget challenges and developing solutions that featured an innovative online budget ideas community forum
- Developed policies and procedures for departments to more easily publicize news and information on the County's home page including the completion of a County social media policy
- Produced and hosted numerous shows for Peninsula Television highlighting San Mateo County programs and services
- Assisted in outreach, communications and media relations with numerous projects. These include efforts to secure federal relief from the Lehman bankruptcy, the Charter Review Committee, Bill of Rights for the Children and Youth of San Mateo County

and priorities of the County Manager and Board of Supervisors, among others

### Strategic Planning and Special Projects

- Convened an operations committee to support the efficient implementation of the collaborative Second Chance Act, reentry grant program, Achieve 180
- Assisted in convening *SMC Summit: Rebuilding California From the Ground Up*, drawing 125 city, schools, and San Mateo County officials to a half-day state government reform strategic planning forum to better align state and local responsibilities and funding
- Launched *GovDelivery*, an e-mail subscription management system, which offers 82 San Mateo County web pages for subscription and has 2,300 subscribers

### Story Behind Performance

In FY 2009-10, the state budget crisis continued to dominate the activities of County's Legislative Program. Despite eight extraordinary sessions called by the Governor to tackle the ongoing structural deficit, the state deficit and protracted budget negotiations continue to be a priority. The almost year-round state budget process now requires ongoing critical analysis of complex and controversial spending plans that directly impacts county services, programs and funding.

With no end in sight to the state dysfunction, citizen-driven state reform efforts have been launched, including: City, County School (CCS) Partnership conducted a statewide engagement to identify shared strategies among local governments to reform; California Forward turned its focus to reform of the state budget process; and the Bay Area Council initiated a community education effort supporting state governance reforms. Though none of these reform efforts have been successful to date, the League of California Cities has successfully placed measures on the statewide ballot to fence-off city revenues from future state takes.

Equally, the Legislative Program efforts were uniquely focused on strategies to secure federal relief for the loss to the County investment pool resulting from the Lehman Brothers bankruptcy. This required growing the County's statewide advocacy effort into a nationwide-coalition of affected local agencies to engage some 50 local agencies statewide and then another 20 agencies nationwide to generate the requisite support for federal relief. Two hearings of the House Financial Services Committee were secured, the first on May 5, 2009 and a second April 20, 2010. Beacon Economics was retained to complete an economic impact analysis of the loss of \$155 million pool funds on San Mateo County. As a result, new legislation was introduced, H.R. 5125 (Eshoo), to redirect repaid federal bank bailout funds to provide relief to local governments.

The Communications Program has significant challenges in a rapidly changing media environment, with the diminution of daily newspaper. Additionally, the Communications Program is challenged to establish a consistent countywide look and feel to collateral, as well as support a consistent County message. The communications

team must foster a collaborative environment and work closely with each of the departments to improve countywide communications.

The Communications Program must also be innovative, investigating new and emerging technologies. This year, the Communications Program developed an innovative electronic bulletin board where members of the public and employees can offer suggestions and vote on budget-related issues generating more than 200 ideas.

This year the Communications Program has worked to more fully utilize the power of the Internet to reach constituents and County employees with the addition of a countywide Webmaster. The Public Communications Manager and Webmaster collaborate with departments; lead the Web Administrators Group, and the County Communications Workgroup to develop shared solutions to improve county communications.

The Communications Program also works in the community to enhance the County's profile and improve relations. The Program works with Peninsula Television, the San Francisco Peninsula Press Club and various local leadership and civic engagement programs throughout San Mateo County.

### Major challenges over the next two years

- Continue to grow the skills, knowledge and technical expertise of staff
- Educate new members of the Legislature on county issues
- Continue to protect County programs and revenues threatened by changes in the state budget solutions
- Identify and advance legislative priority issues and state governance reforms
- Provide legislative, communications and strategic planning training opportunities for new County staff responsible for state budget issues, policy, communications and strategic planning to better equip them with the resources to be successful in these endeavors
- Develop new strategies to reach the diverse community with an emphasis on emerging technologies

### Program Objectives

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

#### Act on 90% of Advocacy and Engagement Strategies

- Identify and deploy new technologies to engage employees and our diverse community
- Collaborate with departments, stakeholders and community partners to develop strategies that reduce the structural budget deficit while achieving the desired community outcomes
- Prepare and adopt the San Mateo County Legislative Agenda; and advocate for the federal and state legislative and budgetary proposals to enhance the County

#### Achieve at least a 90% customer satisfaction rating

- Continue to work closely with departments, partners, stakeholders and the community to advance the County

- Strengthen and grow partnerships with the community and such organizations as local media, National Association of Counties (NACO), California State Association of Counties (CSAC), Urban Counties Caucus (UCC), League of Cities and City/County Association of Government (C/CAG)

Fully implement strategic plans

- Assist in administrative and operational implementation of federal Second Chance Act re-entry grant
- Update and keep current San Mateo County Web Strategic Plan
- Implement a social media policy
- In concert with departments develop a stylebook to serve as the authoritative information resource
- Build communications capacity by reaching and implementing potentially non-traditional forms of public communication involving web-based methods and reaching ethnic and specialty media
- Enhance the County's profile in the community by assisting departments in reaching their communications objectives



**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Federal / State measures analyzed and acted on   | 25                   | 35                   | 50                     | 60                   | 60                   |
| Number of communications, legislative and strategic planning trainings conducted               | 6                    | 5                    | 9                      | 10                   | 10                   |
| Number of communications, legislative and strategic planning strategies acted on               | 10                   | 30                   | 45                     | 50                   | 30                   |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Number of legislation related actions taken - County actions (support / oppose / amend)        | 35                   | 40                   | 45                     | 50                   | 50                   |
| Percent of survey respondents who indicated good or better overall satisfaction with trainings | 83%                  | 85%                  | 95%                    | 90%                  | 90%                  |
| Number and percent of developed strategies that were acted on                                  | 78%<br>(18 of 23)    | 88%<br>(14 of 16)    | 90%<br>(12 of 13)      | 90%<br>(12 of 13)    | 90%<br>(12 of 13)    |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of departments and community partners satisfied with IGPA services                     | 75%                  | 87%                  | 90%                    | 90%                  | 90%                  |

**Intergovernmental Affairs (1214P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |
| Funded FTE                | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |
| <b>Total Requirements</b> | 1,070,335         | 884,454           | 1,336,476          | 930,078                | (406,398)         | 930,078                |
| <b>Total Sources</b>      | 300,789           | 599,779           | 532,216            | 207,871                | (324,345)         | 207,871                |
| <b>Net County Cost</b>    | 769,546           | 284,675           | 804,260            | 722,207                | (82,053)          | 722,207                |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   | 174,037            | 150,425                | (23,612)          | 150,425                |
| Non-Mandated Services     |                   |                   | 630,223            | 571,782                | (58,441)          | 571,782                |

### **Discretionary Net County Cost**

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$722,207 or 77.7%. Of this amount, 100% is discretionary. This discretionary amount includes Mandated Services with no specified maintenance-of-effort (MOE) requirements as well as Non-Mandated services.

### **FY 2010-11 Program Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and increases in retirement contributions and health benefit costs. Reimbursement revenue has been eliminated for the Pen TV coordinator position and State Fair prize money. Fund Balance and Reserves used for one-time purchases and projects completed by the Communications Task Force has been eliminated. Reimbursement from the Human Services Agency for partial funding of the County Legislative Coordinator position has been eliminated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (324,345)       | (287,948)      | (87,165)            | (31,285) | (82,053)        | 0         |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

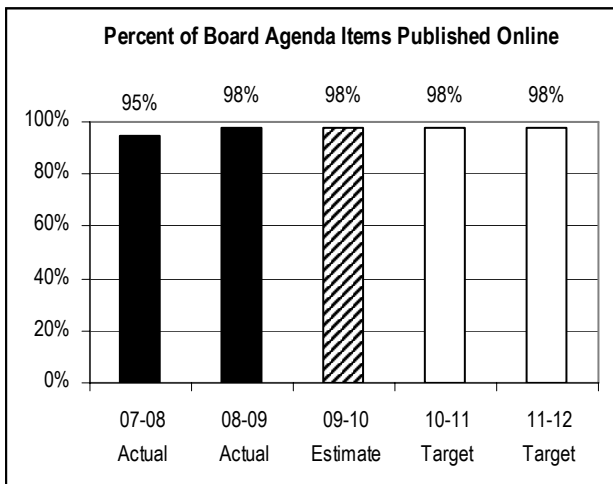
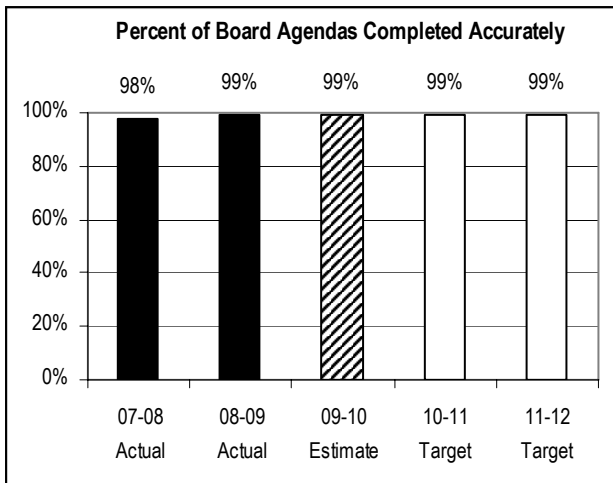
No change.

## Clerk of the Board (1215P)

### Program Locator

- County
  - Collaborative Community
    - County Manager / Clerk of the Board
      - County Management
        - Intergovernmental Affairs
          - ▷ **Clerk of the Board**
            - Shared Services

### Headline Measures



### Program Outcome Statement

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

### Services and Accomplishments

The Clerk of the Board (COB) primarily contributes to the Shared Vision 2025 outcome of a Collaborative Community that informs and engages residents by providing services in three units: the Clerk of the Board; Assessment Appeals; and Boards and Commissions. COB Program staff work with departments to prepare agenda items and materials, process Board agenda items, transcribe Board meeting proceedings, prepare hearing notices, post agendas and supporting items online, maintain Board meeting files, provide public access to files and perform recruitments for County Boards and Commissions. Program staff also prepare Assessment Appeals Board agendas, process applications, prepare hearing notices and maintain public records. Support staff for the Boards and Commissions handle recruitments to fill existing vacancies, maintains historical records, distributes letters of appointment, administers Oaths of Office, and maintains the official rosters. The Boards and Commissions Unit includes appropriations for three community councils: North Fair Oaks, Midcoast and Pescadero.

The following are major accomplishments in the current year:

- Supported Board standing committees by maintaining a high level of satisfaction from the Board and customers requesting information
- Explored new agenda processing system to reduce processing time and improve accuracy
- Supported complex Assessment Appeals filings, such as scheduled hearings, published records for complex filings on time

### Story Behind Performance

The Clerk of the Board (COB) has successfully prepared and published 98% of Board agendas accurately during the current year. By the end of the current fiscal year, 1,100 Board agenda items will be processed. Of these items, 98% will be posted online. The COB continues to work with departments to ensure that Board packets are submitted on time and in electronic format.

The COB distributes surveys to two customer bases: Board members and customers requesting research requests. Current year survey results indicate that 100% of the Board of Supervisors and customers surveyed after receiving research services rate the services provided as good or better. In conjunction with the Assessor's Office, the COB continues to work on the implementation of recommendations made in the Assessment Appeals review. The goal is to improve the efficiency of the Assessment Appeals process.

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

- To manage complex Assessment Appeals filings
- To explore and implement electronic document management opportunities

**Program Objectives**

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

Process at Least 99% of Agendas Accurately

- Develop an Agenda flow process that will streamline the current agenda process
- Reduce the number of days to complete Board meeting minutes

Publish at Least 98% of Agenda Items Online

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

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

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

## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of Board agendas prepared  | 30                   | 28                   | 26                     | 26                   | 26                   |
| Number of Board agenda items processed  | 1,100                | 1,219                | 1,100                  | 1,100                | 1,100                |
| Number of research requests   | 105                  | 180                  | 100                    | 100                  | 100                  |
| Number of Boards and Commissions recruitments   | 20                   | 20                   | 20                     | 20                   | 20                   |
| Number of new Assessment Appeals filings  | 1,016                | 1,463                | 1,800                  | 1,800                | 1,800                |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of Board agendas completed accurately   | 98%                  | 99%                  | 99%                    | 99%                  | 99%                  |
| Average number of days between Board meeting and approval of minutes  | 31                   | 47                   | 30                     | 30                   | 30                   |
| Percent of Boards and Commissions recruitments initiated within established time frames after notification of vacancy | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of customers satisfied with record research requests processed  | 100%                 | 100%                 | 100%                   | 90%                  | 90%                  |
| Percent of Board members satisfied with the level of services provided by the Clerk of Board's Unit                   | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| Percent of Board agenda items published online  | 95%                  | 98%                  | 98%                    | 98%                  | 98%                  |

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

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 3.0               | 3.0               | 3.0                | 3.0                    |                   | 3.0                    |
| Funded FTE                | 3.0               | 3.0               | 3.0                | 3.0                    |                   | 3.0                    |
| <b>Total Requirements</b> | 412,836           | 466,803           | 581,825            | 534,181                | (47,644)          | 534,181                |
| <b>Total Sources</b>      | 31,185            | 92,435            | 148,584            | 148,584                |                   | 148,584                |
| <b>Net County Cost</b>    | 381,650           | 374,368           | 433,241            | 385,597                | (47,644)          | 385,597                |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| <b>A-87 Cost Plan</b>     |                   |                   | 104,422            | 90,253                 | (14,169)          | 90,253                 |
| <b>Mandated Services</b>  |                   |                   | 328,819            | 295,344                | (33,475)          | 295,344                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$385,597 or 72.2%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. These increases have been offset with reductions in other operating costs to meet budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (47,644)       | 0                   | 0        | (47,644)        | 0         |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit costs. Increases have been fully offset with reductions in other operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 7,606          | 0                   | 0        | 7,606           | 0         |
| 0               | (7,606)        | 0                   | 0        | (7,606)         | 0         |

## Shared Services (1250P)

### Program Locator

- County
  - Collaborative Community
    - County Manager / Clerk of the Board
      - County Management
        - Intergovernmental Affairs
          - Clerk of the Board
            - ▷ **Shared Services**

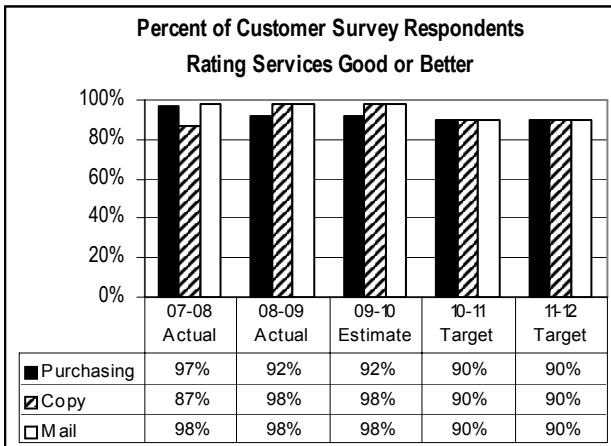
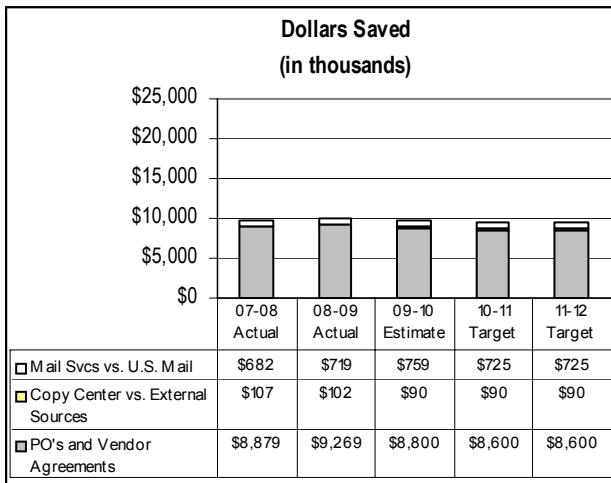
### Services and Accomplishments

The Shared Services Program, which includes Purchasing, Mail Services and Copy Center, contributes to the Shared Vision of a Collaborative Community by 2025 by procuring quality goods at the best value for its customers, administering surplus program, processing and distributing all internal and external mail for County departments and producing copies for most County departments.

The following are major accomplishments in the current year:

- Reduced County Pleion office systems inventory by \$100,000 through inventory control and reuse by departments
- Prepared and issued Request for Proposal (RFP) for a County mobile dental van to be purchased with the use of federal stimulus funds, estimated cost of \$400,000
- Mentored and coached an emancipated foster youth participating in the County's Summer Training and Employment Program (STEP)
- Provided training services, including presenting to the First Line Supervisory Academy, on purchasing processes
- Completed operational review with Internal Audit to identify cost savings opportunities
- Completed the Invitation to Bid process for the selection of a vendor and establishment of a new four year Countywide copy machine Master Contract
- Updated Mail Services operational manual and Countywide internal mail address list
- Created a central department file for all vendor agreements, bid files, and related backup materials

### Headline Measures



### Story Behind Performance

The Shared Services Program continues to maintain a high level of performance. Program staff process over \$35 million in purchasing requests, make over four million copies and sort, distribute and deliver over four million pieces of mail annually. During FY 2009-10 County departments are expected to save \$9 million through the use of vendor agreements, purchase orders, internal mailing system versus U.S. Post Office and Copy Center services versus external copy shops. Cost savings will also be generated through the reuse of surplus property by County departments and revenue is generated from the sale of surplus property, including vehicles.

As anticipated, County departments are delaying or eliminating purchases. This fiscal year, the number of purchasing requests and dollar value of these purchases has decreased in light of the County's structural budget deficit. Mail processing continues at the same level, while copying services continues to decline due to increased use of e-mail and other technology.

Overall, customer satisfaction remains strong. In FY 2008-09 over 90% of customers rated the services provided by Purchasing, Mail Services and Copy Center as good or better. This year's survey will

### Program Outcome Statement

The Shared Services Program procures quality goods and services, distributes internal and U.S. mail and provides copying services for County departments in a cost-effective, accurate and timely manner.

be distributed in the spring of 2010 and it is anticipated that customer ratings will continue to reflect a high level of satisfaction.

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

- To maintain high customer satisfaction
- To market and promote services provided by the Copy Center
- To continue to save County money

**Program Objectives**

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

Achieve Customer Satisfaction Rating of 90% or Better

- Develop an informative and useful web page for Purchasing, Mail, and Copy services
- Participate with Office of Emergency Services (OES) to develop a trained logistics section for the Emergency Operations Center

Save Approximately \$9.4 Million

- Complete RFP process for a Municipal Master Tax-Exempt lease purchase agreement for the acquisition of County infrastructure upgrades
- Issue an Invitation to Bid / RFP for the award of a contract for auction services for County surplus property
- Issue Invitation to Bid to establish contracts for all Crime Lab collection kits, chemicals and supplies (reflecting over 300 items and 16 product classifications)
- Complete the establishment of a purchasing process to develop more cost effective vendor agreements through the use of GSA, State and local contracts and the Invitation to Bid process
- Implement cost-saving recommendations for Purchasing Review



**Performance Measures Summary Table**

| <b>Performance Measures</b>  | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|--|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>  |                              |                              |                                |                              |                              |
| Total dollar value of Purchasing requests  | \$49,377,406                 | \$45,176,588                 | \$35,000,000                   | \$35,000,000                 | \$35,000,000                 |
| Total number of copy impressions completed annually                                    | 5,369,035                    | 5,083,532                    | 4,500,000                      | 4,500,000                    | 4,500,000                    |
| Total pieces U.S. and pony mail processed (1)  | 4,103,666                    | 4,248,884                    | 4,200,000                      | 4,200,000                    | 4,200,000                    |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                              |                              |                                |                              |                              |
| Percent of customer survey respondents rating services good or better:                 |                              |                              |                                |                              |                              |
| - Purchasing   | 97%                          | 92%                          | 92%                            | 90%                          | 90%                          |
| - Copy   | 87%                          | 98%                          | 98%                            | 90%                          | 90%                          |
| - Mail   | 98%                          | 98%                          | 98%                            | 90%                          | 90%                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                              |                              |                                |                              |                              |
| Total dollars / percent saved through the use of purchase orders and vendor agreements | \$8,878,807 / 19%            | \$9,269,404 / 21%            | \$8,800,000 / 19%              | \$8,600,000 / 18.6%          | \$8,600,000 / 18.6%          |
| Total dollars / percent saved using the Copy Center versus external sources            | \$107,381 / 36%              | \$101,671 / 36%              | \$90,000 / 36%                 | \$90,000 / 36%               | \$90,000 / 36%               |
| Total dollars / percent saved using Mail Services versus U.S. mail                     | \$681,734 / 41%              | \$719,336 / 40%              | \$759,000 / 43%                | \$725,000 / 36%              | \$725,000 / 36%              |

(1) E-mail is being used more each year in place of both U.S. and internal (pony) mail.

## Shared Services (1250P) Resource Allocation Summary

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution            | 15.0              | 15.0              | 14.0               | 13.0                   | (1.0)             | 13.0                   |
| Funded FTE                   | 14.5              | 14.5              | 14.1               | 13.0                   | (1.1)             | 13.0                   |
| <b>Total Requirements</b>    | 1,548,316         | 1,545,371         | 1,619,248          | 1,562,518              | (56,730)          | 1,535,643              |
| <b>Total Sources</b>         | 256,083           | 239,449           | 275,248            | 273,081                | (2,167)           | 246,206                |
| <b>Net County Cost</b>       | 1,292,233         | 1,305,922         | 1,344,000          | 1,289,437              | (54,563)          | 1,289,437              |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>A-87 Cost Plan</b>        |                   |                   | 452,610            | 401,991                | (50,619)          | 401,991                |
| <b>Mandated Services</b>     |                   |                   | 163,502            | 165,445                | 1,943             | 174,113                |
| <b>Non-Mandated Services</b> |                   |                   | 727,888            | 722,001                | (5,887)           | 713,333                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,289,437 or 82.5%, of which \$1,123,992 or 87.2% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements; and Discretionary Services that include cost of purchasing goods and services for County departments and outside agencies with no reimbursement for cost, distribution and processing of internal and U.S. mail for County departments, and copy services to County departments.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; and increases in retirement contributions and health benefit costs; mid-year position changes; elimination of one-time Fund Balance; reductions in contracts for equipment; increases in county leased facility rental and motor vehicle charges; and reductions in reimbursements through Intrafund Transfers from General Fund Departments for mail and Copy Center services. Revenue has been reduced for reimbursements from Non-General Fund Departments for mail and Copy Center services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,167)         | 39,521         | 36,058              | (644)    | 77,102          | 0         |

#### 2. Adjustments to Meet Reduced Budget Target

One filled Mail Services Driver and one part-time Extra Help Fiscal Office Assistant have been deleted in order to meet the reduced budget target. Reduced staffing in Mail Services may result in delays in the processing and delivery of mail. The deletion of the part-time Extra Help

Fiscal Office Assistant will result in reduced office support for Purchasing and Copy Center services, potentially decreasing efficiency in the areas of contracts execution and Copy services billing. Reserves have been used to cover the remaining balance of the reduced budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (96,865)       | 0                   | (34,800) | (131,665)       | (1)       |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,167)         | (57,344)       | 36,058              | (35,444) | (54,563)        | (1)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

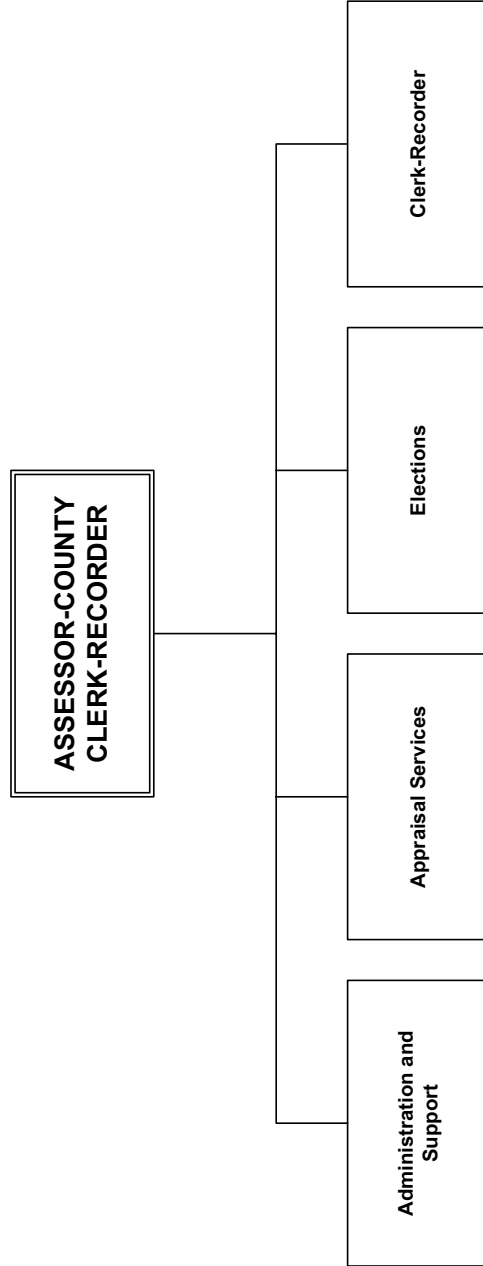
**3. Adjustments to Provide Current Level of Services**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; elimination of one-time Fund Balance; and increased reimbursement through Intrafund Transfers from General Fund Departments for additional Mail Services pass-through costs. Revenue has been reduced for reimbursements from Non-General Fund Departments for mail and Copy Center services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (26,875)        | 18,457         | (45,332)            | 0        | 0               | 0         |

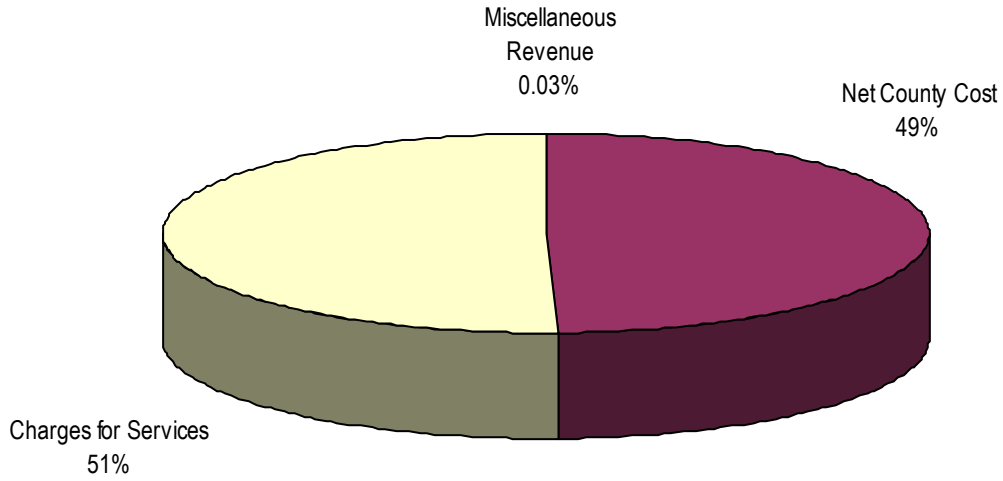
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# ASSESSOR - COUNTY CLERK - RECORDER

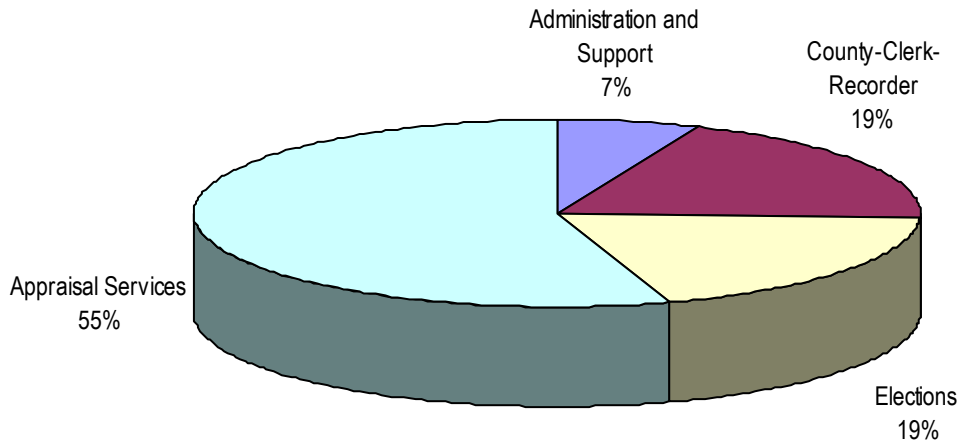


# Assessor - County Clerk - Recorder

### FY 2010-11 Recommended Sources



### FY 2010-11 Recommended Requirements



**Department Locator**

- County
  - Collaborative Community
    - Board of Supervisors
    - County Manager / Clerk of the Board
  - ▷ **Assessor-County Clerk-Recorder**
    - Controller’s Office
    - Treasurer-Tax Collector
    - Retirement (SamCERA)
    - County Counsel
    - Information Services Department
    - Grand Jury
    - Non-Departmental Services
    - Contingencies
    - Debt Service Fund

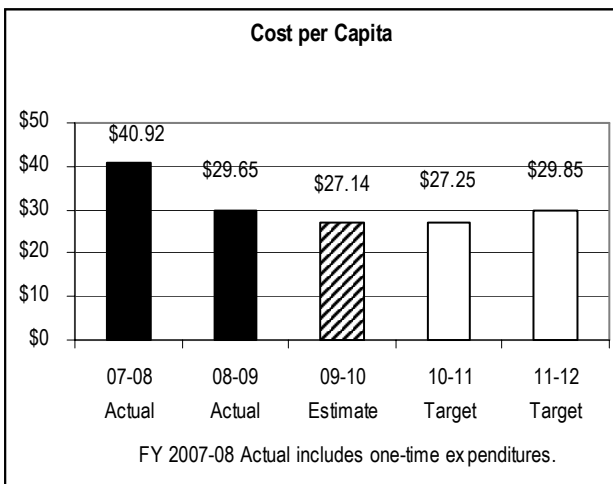
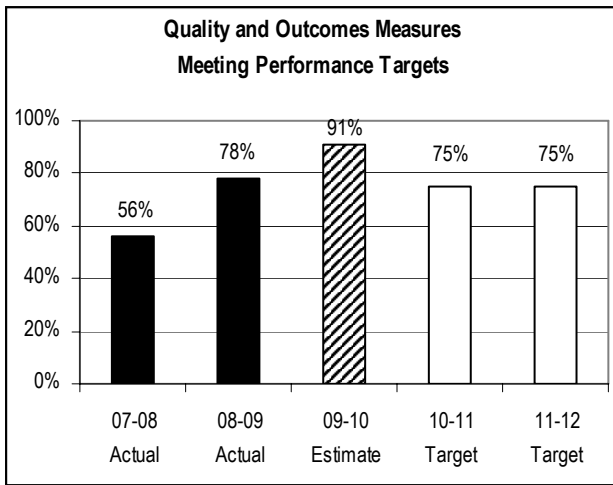
**Department Mission Statement**

The mission of the County Clerk, Assessor, Recorder and Elections Office (CARE) is to maintain an accurate public record of recorded transactions relating to people, businesses and property within San Mateo County; ensure equitable treatment of County property owners by providing timely and fair valuation of land, improvements, businesses and personal property; maintain accurate voter registration files; and conduct accurate and secure elections on behalf of the citizens of San Mateo County.

**Contributions to Shared Vision 2025  
(Fiscal Years 2005 – 2009)**

**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

**Department Measures**



• **Vote by Mail Program**

AB 1520 was enacted to allow any voter in California to voluntarily sign up to “vote by mail” on a permanent basis without condition. Prior to that time, the County had approximately 3,500 absentee voters who qualified. Since then, 150,000 voters (or 44%) of the total voter roll in San Mateo County has signed up to permanently vote by mail. This law, along with voter education and an aggressive outreach campaign by this office, has increased voting options for voters. To facilitate this large increase of “vote by mail” ballot returns, the Elections Office streamlined processing by implementing high-speed mail receiving and sorting equipment, electronic signature capture, and improved signature verification processes.

• **DemocracyLIVE! Student Worker Program**

The Elections Office continues to offer a student Poll Worker Program during presidential or gubernatorial elections. Student poll workers from 30 schools serve in an official capacity as election officers. This community partnership provides civic engagement opportunities for students and fosters an appreciation for voting among young people who are one of the least engaged demographic voter groups. The involvement of student poll workers creates a more diverse poll worker population, which traditionally has consisted of older adults, and hopefully will encourage a new, technically-savvy generation of poll workers to support the election process.

• **Voter Outreach E-mail Study**

The Elections Office is collaborating with Stanford University and California State University-East Bay to study the efficacy of an e-mail voting reminder from a Chief Elections Officer in an official capacity versus an e-mail voting reminder from an unknown advocacy group to see if it has an impact on voter participation. The first test was conducted during the November 2009 countywide election; results from this test indicated that the official message did make a difference in voter turnout. This partnership has been forged to inform best practices, and test

the efficacy of technology delivered voter outreach and information, and increase participation.

- **Language Accessible Election Materials**

The Elections Office provides all election materials in English, Spanish and Chinese to better serve the citizens of San Mateo County and comply with the Federal Voting Rights Act. In addition, poll workers with Chinese and/or Spanish language proficiency were appointed and strategically assigned to areas of the County to assist voters requiring such assistance in voting. The Elections Office website contains Spanish and Chinese language content and responds to queries on the minority language telephone lines.

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

The county voting system was replaced in 2006 with HAVA-compliant eSlates which made it possible for all people, regardless of disability, to independently cast a secret and accurate ballot at the polls and at two universal voting centers that open 29 days before each election.

- **Electronic Interfaces to Support both Public and Private Sectors**

CARE has provided technology solutions that support local government entities for the submission of electronic building permits; provided real-time information to city and school district financial managers via a web based application called "Assessment Roll Tracker" (ART); and implemented an automated process for the submission of the 571 Business Property Statements (eSDR) for public businesses via a multi-county online application.

- **Partnership with San Mateo County Financial Officers Group (SAMFOG) and School District Business Managers**

Continued to share information with the San Mateo Financial Officers Group (SMFOG) and the San Mateo County School District Business Managers regarding property tax projections resulting in improved collaboration and understanding among agency financial officials.

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

The Elections Office continues to work with the Commission on Disabilities and the Center for Independence of the Disabled to evaluate and improve the accessibility of the polling places that have provided HAVA compliant voting equipment since 2006. The Elections Office applied for and received HAVA grants to undertake new projects to increase access, provide information, transportation options, and needed polling place mitigations to assure accessibility for voters with disabilities.

The Elections Office also works with the League of Women Voters, the county's high schools, the Self Help for the Elderly, the Organization of Chinese Americans (OCA), and the Latino community leaders to increase the participation of young, minority and voters with disabilities.

- **Expanded eGovernment Initiatives**

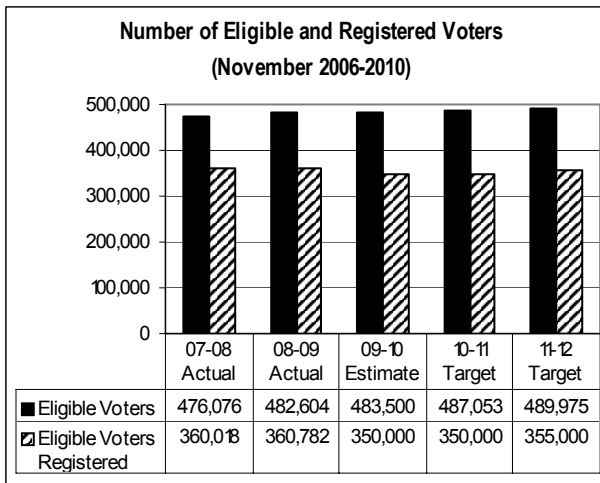
CARE continues to provide web enabled services to constituents for marriage license, fictitious business name statement applications and the e-filing of Business Property Statements for both large and small businesses in San Mateo County online, which has resulted in improved access and delivery of services. This fall, the Recorder's Office will begin to offer the private sector the opportunity to record land documents electronically bringing efficiencies to both government and business sectors which will provide long term cost benefits to the county.

The department introduced a fresh new look to both of CARE's web sites--[www.shapethefuture.org](http://www.shapethefuture.org) and [www.smcare.org](http://www.smcare.org), to improve accessibility, functionality, navigation, search engine optimization, aesthetics and to feature web 2.0 technologies. These website updates included informational / instructional flash videos, a blog, twitter, RSS, and Flickr photos in an attempt to meet the expectations of today's web visitor. The Elections web site allows voters to view, print, track, change and subscribe to voter information. Voters can click a button to: "check my voter registration status", "view my sample ballot," "find my polling place and precinct number", "sign up to vote by mail," "sign up to work at the polls," "track and confirm the arrival of my voted mail ballot," subscribe to election news and press releases, get information in English, Spanish and Chinese and / or "get Election Day results real-time" on election night and through the finalization of the vote count.

- **Provided Timely and Fair Valuation of Land, Improvements, Businesses and Personal Property**

The County's assessment roll contributes to the fiscal health and well-being of every jurisdiction in the County including cities, special districts, school districts and the County itself. In FY 2009-10, the Department closed the roll with a \$1 billion increase or 0.7%.





**Major Accomplishments in FY 2009-10**

**COLLABORATIVE COMMUNITY**

**Property Tax Roll Increase**

- For the first time since the passage of Proposition 13 in 1978 the California Consumer Price Index (CCPI) produced a negative roll factor (-0.237%) which is used for the valuation of properties in California, and will affect property taxes collected in FY 2010-2011. Even with this statewide reduction in values, the San Mateo County Assessor closed the FY 2009-10 assessment roll valued at \$143 billion, with an increase of \$1.0 billion, or 0.7% increase over the FY 2008-09 assessment roll.
- CARE developed a web-based application called, Assessment Roll Tracker (ART), which tracks assessment roll data in real time and is accessible on a 24 / 7 basis to county and city fiscal officers who use this data to formulate budgets for their respective jurisdictions such as cities, school districts and special districts. In 2010 CARE added features to this web enabled tool which includes, “current year roll changes”, “supplemental assessment data”, “unresolved appeals and the financial risk associated with each one” and “open activities pending valuation”.

**Defended Major Assessment Appeal Cases**

- Utilized significant internal and external resources to support and defend the assessed values enrolled for major property assets within the County.

**Managed Complicated Property Assessment Services**

- In 2008, a dramatic workload shift occurred due to the economic conditions of the local real estate market and it continued into the next fiscal year. CARE launched a “Decline in Value Program” aimed at identifying properties that were eligible for a reduction in assessed value. The Real Property Division reviewed over 52,000 residential parcels for the FY 2009-10 assessment roll to determine their eligibility for a reduction; the assessments for over 28,000 of these residential parcels resulted in a reduction. While this proactive approach made

workload management of this large volume of work possible, and significantly reduced the number of appeals that would have potentially been submitted, the number of assessment appeal applications has increased as compared to two years ago. As anticipated, the number of Decline in Value requests for commercial property is now occurring. This workload increase is in addition to the regular responsibilities of the Assessor’s Office which include the valuations of property sales and new construction and the production of an annual assessment roll. This trend is expected to continue through FY 2010-11 and beyond. Every property enrolled in the Decline in Value Review program must be reevaluated every year to determine its continued eligibility for changed valuation. The OBM performance measures have been adjusted to account for this increased workload. The “Percent of real property activities processed by close of the roll” measure was reduced from 99% to 90% and the “Median days from residential sale to notice of supplemental assessment” measure was increased from 24 days to 30 days.

**Provided Proactive and Timely Communications to the Public**

- CARE provided proactive and timely consumer protection alerts through media sources, such as the CARE website, blogs, and e-mails, to educate the public about a “deal” offered by private companies to homeowners that proposed 25-50% reductions in assessed values for a fee of several hundred dollars. There were fewer victims this year than in past years and the office received more inquiries than in years past, which was another reaffirming sign of success.
- CARE has been on the leading edge of making the elections process more transparent and keeping voters and the public in general better informed and up-to-date on the latest news regarding election security and systems. The Elections Office communicates with voters, candidates, the political parties and the public at large about important election topics and deadlines; issues mandatory public information in a timely and comprehensive manner through media releases and web postings; and creates a transparent and inside view of elections by providing real time information utilizing leading technology such as the Election News Now Twitter account, Inside Elections Blog, YouTube, RSS feeds, GovDelivery e-mail / text subscriptions to press release and news update sources, online flash videos and public channel TV productions that brings the citizens of San Mateo behind the scenes of an election in progress. CARE has enhanced election results reporting by using GIS to display individual precinct locations and vote counts, web-based ballot tracking, and bar-code technology to track and inventory voting equipment; and produced the POLLcat newsletter for the poll worker community.
- An important component of the Assessor’s Office that routinely gets overlooked is the public facing support that is provided by this office. In addition to the valuation of properties, the use of technology in conducting appraisals and audits and the day-to-day interpretation of rules, laws and regulations, appraisers and auditors represent the county on a daily basis meeting face-to-

face with the public. This hands-on customer service approach is time consuming, but provides valuable returns to the county by educating the public about what the Department does, how property values are derived and gives them an understanding of how the appeals process works. Benefits can be measured by reducing the number of frivolous appeals and customer satisfaction surveys.

### **Electronic Document Management System (EDMS)**

- CARE has aggressively continued its efforts to expand the use of EDMS solutions across all areas of business within the Department. In 2008 and 2009 CARE launched EDMS business solutions which supported various assessor workflows such as processing 571 business property statements, large building plan formats, getting documents online and keeping them up to date, and archiving important records and artifacts crucial to business operations. In 2010 CARE completed additional projects that expanded the use of EDMS in the department which include the data conversion of a decade of indexed images and a go-forward scanning strategy that makes images of documents available in real time to better support the work of appraisers and auditors.

### **Public Records**

- In July of 2009 CARE launched a project that inventoried and then created a database of the records, film and historical books for entry into a records management application. This system application will be used to track and manage the records at the Tower Road facility for both county personnel and the public.

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

- **Managing Change While Implementing New Technology and Business Solutions**—The Clerk-Recorder, Assessor, and Elections Office within CARE are all involved in major business solution changes or large technology projects that are in the process of being implemented now, and over the next two year budget cycle. All of these initiatives are aimed at streamlining processes and providing automation where it is deemed beneficial. The expanded use of technology will provide better information and services for customers, improve processes and workflow for staff, reduce repetitive stress injuries and realize reductions in operating cost. Business System replacements and managing large technology projects are complicated and time-consuming in organizations before the benefits are realized. The challenge is to manage the change process while minimizing impacts on customers and staff.
- **CARE Business Systems Management and Maintenance**—The evolving standards and requirements for voting equipment, coupled with proposed election audits and the changing security standards from the SOS and federal agencies are presenting new challenges in managing and maintaining the current voting system. At the end of 2010 the San Mateo Elections voting system will be five years old; the expected life span of a voting system is about 10 years. Within the next four years the County will need to begin evaluating the replacement of its current

voting system. The business application in use today that supports the Assessor's Office for valuating both real and personal property has reached end of life and is in need of replacement. The current vendor currently has no upgrades or replacements that will be made available in a reasonable period of time. This business application and the technology platforms supporting this application will need to be replaced over the next two year budget cycle.

- **Manage the Impact of Producing Less Work and Not Meeting Target Goals in Light of Reduced Funding and Staffing**—The Assessor's workload shifted from a very active residential sales market to large volumes of Declines in Value Reviews and assessment appeals. This began in FY 2007-08 and became more pronounced in FY 2008-09. For the 2009-10 assessment roll, the Assessor's Office reviewed over 52,000 residential parcels countywide to determine their possible eligibility for the Decline in Value program. Almost 28,000 parcels warranted a reduction in assessed values as indicated by the market. Once properties are in the "Decline" program, the Department is required to review them annually to determine their eligibility for continued participation. This requirement alone will double and potentially triple the appraiser workload over the next two years. Other contributors to an increasing appraiser workload are the "Short Sales" and "Foreclosure Sales" that require more complex valuations and are significantly longer to process. These types of transactions have increased, while "Regular Market Sales" that has short processing times, have decreased considerably. As anticipated, a pronounced decline in the commercial property market followed the decline in the residential market. It is expected that this increased workload will start in FY 2009-10 and will continue for the next few years, for both the decline reviews as well as assessment appeals. Combined, these issues will challenge the Department's ability to maintain previous work levels; as a result there will be backlogs in valuations and appeals for both residential and commercial properties. This will result in missing new revenue opportunities for incomplete valuations and sales; and not having the ability to defend assessor values due to a backlog of incomplete appeals.
- **Departmental Staffing Levels**—Retirements and forced vacancies due to budget cuts continue to affect the Department's operations which will have an impact on the Assessor and the Elections Office ability to maintain acceptable service levels. Reduced staffing levels have already impacted the department's ability to manage workload spikes. Productivity, functionality and staff capacity is stretched to the limits; as a result, work will not be completed in a timely manner, which may violate the constitutional duties of this office. This is a multi-layered challenge that includes succession planning, knowledge transfer and most importantly maintaining adequate staffing levels to support the departments mandated missions. In the past year, two independent operational reviews of CARE were conducted by The Mejorando Group and The Macias Group; both studies recommended that CARE fill vacancies within the department. Risks associated with understaffing the Assessor's office have

financial repercussions. If work is not completed, properties may go undervalued and appeals may be underrepresented. These financial consequences affect the County as a whole and extend to all local agencies. Similarly, the Elections division operates at bare-bones staffing levels; continued understaffing of the Elections division introduces a high risk component ripe for mistakes, which can have costly and possibly irreparable consequences. Operating the elections division in an understaffed capacity could delay ballot counts on election night, disenfranchise voters, create potentially irreparable vote counting mistakes and compromise voter confidence. The Elections division is dependent on a few highly qualified Election Specialist IIIs who are the knowledge managers responsible for the direction of the Extra Help staff brought in to handle work during high volume periods. Their knowledge and judgment is fundamental to the stability of the elections as today's elections are highly technical, complex and legally constrained productions. All of these staffing challenges need adequate considerations in the budget planning process coupled with a staffing plan and strategy that will best serve the department going forward.

## Key Department Initiatives

### 1. Manage Change While Implementing New Systems and Processes

#### Alignment to Shared Vision:

- Collaborative Community

#### Major Issues to be Addressed:

- The Clerk-Recorder, Assessor, and Elections Office within CARE are all involved in business solution changes or technology projects that are in the process of being implemented over the next two year budget cycles. A key challenge will be managing the change associated with implementing new technology and the process re-engineering and refinement of operational procedures across the department in parallel with normal business activities
- The replacement of CARE IT server hardware reaching end of life; and legacy applications support and maintenance
- Implementing optical and intelligent character recognition (OCR and ICR) to reduce manual data entry of voter affidavits
- Transition from street range indexed voter address relationships to a single address relationship within the VR database to take advantage of parcel, district, census, TRA and GIS data relationships to the voter file which will significantly improve data integrity across disparate systems
- Redistribute voters within new district boundaries and associated precincts once the reapportionment process at the state and local levels is completed for San Mateo County

#### Goal:

- Manage the change associated with implementing new technology and the process engineering and refinement of operational procedures.

#### Objectives:

- Implement technology projects that will improve the efficiency of business systems and processes to ensure the accuracy of data, and security of recorded and archived information / records
- Leverage countywide EDMS initiatives and integrate business applications with FileNet to reduce paper in the workplace
- Develop and install integrated business applications that will enhance the Property Assessment and Clerk-Recorder systems and business processes using technology initiatives such as Electronic Recording, Digital Conversion of Microfilm and EDMS (FileNet Imaging and Workflow)
- Implement procedural and workflow changes to EZ Access (the primary assessor business application) aimed at improving the quality assurance of appraiser valuations and audits
- Voter file data integrity and interpretability with VoteCal, the new statewide voter registration system

#### Major Milestones:

- Implementation of Electronic Recording with SECURE (September 2010 through January 2011)
- Update Appraisal Services procedures and workflows to support Quality Assurance (July 2010)
- Conversion of the Recorder's Microfilm Records to Digital Image to support SSN Redaction (Start January 2011)
- Transition VR database to single address relationship – add TRA and parcel data to VR files (July 2010)
- Replace end of life IT hardware in the CARE enterprise – transition to virtualization where practical (January 2011)

#### FY 2010-11 Budget Impact:

Reserves will be used to fund the implementation of Electronic Recording of land record transactions, EDMS development, the replacement of end of life servers, the conversion of Microfilm to Digital Image, and increased ISD services.

### 2. Implement a Staffing Succession Plan that Addresses Workload Management and Business Continuity

#### Alignment to Shared Vision:

- Collaborative Community

#### Major Issues to be Addressed:

- CARE has low staffing levels, compared to other California Clerk-Assessor-Recorder-Election offices with similar demographics. These low staffing levels present risks in span of control, workload management, succession planning, and knowledge transfer loss when an employee leaves the County. Additionally, currently staffing levels leave

CARE with no capacity to absorb workload spikes or respond to unknown variables in the workplace.

- Operating the Elections Office in an understaffed capacity will delay ballot counts on election night, disenfranchise voters and create potentially irreparable polling place and vote counting mistakes.
- In the Assessor's Office a combination of prolonged understaffing and workload spikes, associated with the economic downturn, will continue to challenge the department's ability to maintain previous work levels; as a result there will be backlogs in valuations and appeals for both residential and commercial properties. This will result in missing new revenue opportunities because of uncompleted valuations and not having the ability to defend assessor values due to a backlog of appeals.
- Retirements and forced vacancies due to budget cuts continue to affect the department's operations. This is a multi layered challenge that includes, succession planning, knowledge transfer and most importantly maintaining adequate staffing levels to support a viable succession plan and strategy. In the past year there have been two operational reviews of CARE by the Mejorando Group and Macias Group; both studies recommended that CARE fill vacancies within the department. These studies pointed out the need for succession planning and managed knowledge transfer to maintain acceptable levels of business continuity. CARE has also made multiple requests regarding these recommendations to the County Managers Office and Finance and Operations Committee. There is a shortage of senior level appraiser talent in the state which adds to the complexity of managing this challenge in a timely and effective manner.

**Goal:**

- Implement a staffing / succession plan and strategy that address workload management and business continuity

**Objectives:**

- Refrain from cutting further positions in the Department and aggressively fill all open positions within CARE to adequately support workload surges, unknown variables, succession planning, knowledge transfer and business continuity
- Implement a staff training plan that incorporates industry best practices in developing subject matter experts for the Department
- Incorporate cross training models that achieve optimal cross pollination of knowledge and subject matter proficiency
- Staff appropriately to support the mandated services provided by the offices of Clerk-Assessor-Recorder-Elections
- Introduce strategies that will help manage workload spikes associated with the economic downturn; identify priority work and work that will not be completed; use Extra Help as necessary to manage workloads more effectively

- Start succession planning and managed knowledge transfer to maintain acceptable levels of business continuity

**Major Milestones:**

- Introduce strategies to manage workload spikes associated with the economic downturn; identify priority work and work that will not be completed; Develop Annual workload calendars aimed at managing resources (July 2010 through December 2010)
- Implement a staffing / succession plan / strategy that addresses workload management and business continuity (FY 2010-11)

**Partners:**

- CARE
- Board of Supervisors
- Secretary of State
- Other County Elections Offices
- Controller's Office
- Treasurer-Tax Collector's Office
- County Manager's Office

**FY 2010-11 Budget Impact:**

Positions will be maintained by using Reserves. Succession planning is currently unfunded and is needed to address significant loss of institutional knowledge.

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

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                    |                        |
| Intergovernmental Revenues    | 348,678           | 282,790           |                    |                        |                    |                        |
| Charges for Services          | 11,486,625        | 10,839,358        | 9,476,556          | 9,193,130              | (283,426)          | 9,321,220              |
| Miscellaneous Revenue         | 11,025            | 80,637            | 8,000              | 5,700                  | (2,300)            | 5,700                  |
| <b>Total Revenue</b>          | <b>11,846,327</b> | <b>11,202,785</b> | <b>9,484,556</b>   | <b>9,198,830</b>       | <b>(285,726)</b>   | <b>9,326,920</b>       |
| Fund Balance                  | 544,410           | 536,789           | 1,222,009          | 1,425,782              | 203,773            | 1,012,772              |
| <b>TOTAL SOURCES</b>          | <b>12,390,737</b> | <b>11,739,574</b> | <b>10,706,565</b>  | <b>10,624,612</b>      | <b>(81,953)</b>    | <b>10,339,692</b>      |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits         | 14,847,145        | 14,411,779        | 14,801,689         | 14,656,402             | (145,287)          | 15,967,421             |
| Services and Supplies         | 6,997,680         | 5,182,372         | 4,577,349          | 3,182,080              | (1,395,269)        | 4,586,102              |
| Other Charges                 | 1,962,858         | 2,012,776         | 2,160,095          | 2,100,268              | (59,827)           | 2,082,753              |
| Fixed Assets                  |                   | 19,756            |                    |                        |                    |                        |
| <b>Gross Appropriations</b>   | <b>23,807,683</b> | <b>21,626,683</b> | <b>21,539,133</b>  | <b>19,938,750</b>      | <b>(1,600,383)</b> | <b>22,636,276</b>      |
| Intrafund Transfers           | (3,476,110)       |                   | (3,176,657)        | (952,770)              | 2,223,887          | (3,830,346)            |
| <b>Net Appropriations</b>     | <b>20,331,573</b> | <b>21,626,683</b> | <b>18,362,476</b>  | <b>18,985,980</b>      | <b>623,504</b>     | <b>18,805,930</b>      |
| Contingencies / Dept Reserves |                   |                   | 1,103,009          | 604,870                | (498,139)          | 500,000                |
| <b>TOTAL REQUIREMENTS</b>     | <b>20,331,573</b> | <b>21,626,683</b> | <b>19,465,485</b>  | <b>19,590,850</b>      | <b>125,365</b>     | <b>19,305,930</b>      |
| <b>NET COUNTY COST</b>        | <b>7,940,836</b>  | <b>9,887,109</b>  | <b>8,758,920</b>   | <b>8,966,238</b>       | <b>207,318</b>     | <b>8,966,238</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>      | <b>124.0</b>      | <b>119.0</b>      | <b>113.0</b>       | <b>112.0</b>           | <b>(1.0)</b>       | <b>112.0</b>           |
| <b>Funded FTE</b>             | <b>123.7</b>      | <b>119.0</b>      | <b>113.2</b>       | <b>111.9</b>           | <b>(1.3)</b>       | <b>111.9</b>           |

## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$81,953 or 0.8% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Charges for Services

There is a net decrease of \$283,426 in this funding source. There is a decrease of \$700,000 in supplemental tax administration fees due to fewer reassessments related to new construction, a decrease of \$853,374 in election services provided to other agencies because there is only one scheduled election during FY 2010-11 versus two elections in FY 2009-10, and an increase of \$900,000 in document recording fees because the State approved an increase to the amount counties may charge to the public.

#### Miscellaneous Revenue

There is a decrease of \$2,300 in this funding source due to a decrease in State Disability Insurance reimbursements.

#### Fund Balance

There is an increase of \$203,773 in this funding source due to savings generated by positions held vacant.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$125,365 or 0.6% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$145,287 in this expenditure category primarily due to an increase of \$777,215 in retirement contributions and health costs, a decrease of \$841,403 in Extra-Help costs because there is only one scheduled election during FY 2010-11, and a decrease of \$81,099 due to the elimination of one vacant Assessor / Recorder Tech II position.

#### Services and Supplies

There is a net decrease of \$1,395,269 in this expenditure category primarily due to a decrease of \$1,556,083 in elections-related appropriations because there is only one election in FY 2010-11, an increase of \$252,956 in Voter Registration System replacement, and an increase of \$160,000 in loan repayment to the General Fund.

#### Other Charges

There is a decrease of \$59,827 in this expenditure category mainly due to the elimination of a one-time automobile claim settlement.

#### Intrafund Transfers

There is a net decrease of \$2,223,887 in this expenditure category primarily due to the elimination of a \$2,534,676 reimbursement from the General Fund for two major elections in FY 2009-10, an increase of \$952,770 from the General Fund reimbursement for Gubernatorial General election during FY 2010-11, and the one-time General Fund loan of \$641,981 to cover shortfalls in Trust Fund revenues in FY 2009-10.

#### Contingencies / Departmental Reserves

There is a decrease of \$498,139 in this expenditure category. The balance in General Fund Reserves represents 3.2% of Net Appropriations, which exceeds the County 2% Reserves policy by \$225,150. The decrease is due to a one-time use of Reserves to meet the Net County Cost target.

### **NET COUNTY COST**

There is an increase of \$207,318 or 2% in this Department's General Fund allocation. This increase is primarily due to retirement and health benefit increases.

## **FY 2011-12 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$284,920 or 2.7% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Charges for Services

There is a net increase of \$128,090 in this funding source mainly due to an increase of \$143,891 in election services and a decrease of \$15,801 in micrographic conversion fees because of a decrease in Trust Fund revenue.

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Fund Balance

There is a decrease of \$413,010 in this funding source due to one-time purchases and projects in FY 2010-11.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$284,920 or 1.5% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,311,019 in this expenditure category mainly due to an increase of \$1,151,870 in election costs for three major elections scheduled during FY 2011-12 and an increase of \$159,149 in retirement contributions and health care costs.

Services and Supplies

There is a net increase of \$1,404,022 in this expenditure category due to a decrease of \$100,021 in professional services contracts, a decrease of \$160,000 due to the elimination of the FY 2010-11 General Fund loan payment, and an increase of \$1,664,043 in elections appropriation for UDEL, Presidential Primary and Statewide Direct Primary elections during FY 2011-12.

Other Charges

There is a decrease of \$17,515 in this expenditure category due to a reduction in automation services.

Intrafund Transfers

There is a net increase of \$2,877,576 in this expenditure category due to the elimination of \$952,770 from the General Fund for one election in FY 2010-11 and a reimbursement in the amount of \$3,830,346 from the General Fund to cover three major elections during FY 2011-12.

Contingencies / Departmental Reserves

There is a decrease of \$104,870 in this expenditure category due to the use of Reserves to meet the Net County Cost target. The balance in General Fund Reserves represents 2.7% of Net Appropriations, which exceeds the County 2% Reserves policy by \$123,881.

**NET COUNTY COST**

No Change.

## Appraisal Services (1310P)

### Program Locator

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

### Services and Accomplishments

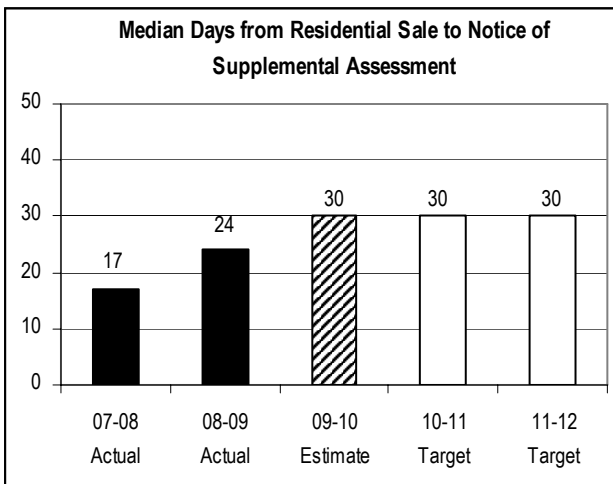
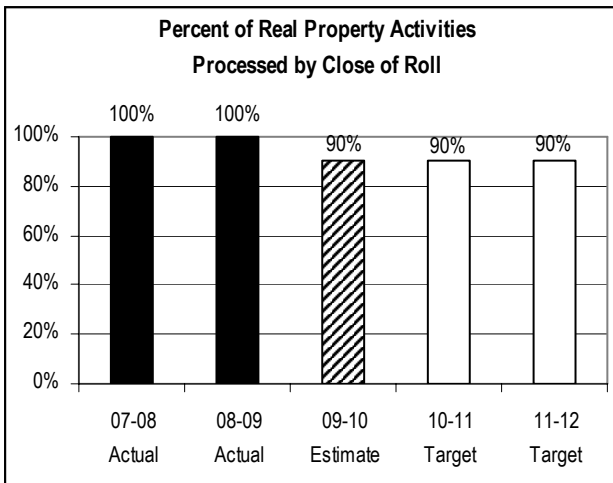
The Appraisal Services Program is responsible for setting values, assessing property and producing San Mateo County's local assessment roll, used for computing property taxes.

The Appraisal Services Program is comprised of four work groups, all of whom play an integral and contributory part to the development and production of secured and unsecured property tax assessments. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025. The Change in Ownership (CIO) and Real Property Groups contribute to the production of the secured assessment roll; the Business Property Group is responsible for the production of the unsecured assessment roll. The Appraisal Support Group assists in the production of both the secured and unsecured property tax assessments. Annual property tax revenues in excess of \$1.4 billion is distributed to more than 150 local governmental agencies (cities, special districts, schools and the County) assuring a stable funding stream and the continuation of vital services.

The following are major accomplishments in the current year:

- Completed more than 84,000 assessments and appraisals of land and buildings when a change in ownership or new construction occurred, including more than 52,000 residential Decline in Value reviews
- For the FY 2008-09 the Assessor managed 1,080 assessment appeals. Of those, 41% were withdrawn and the assessed value was preserved. 43% resulted in a stipulated value and the remaining 172 were scheduled for hearing. There were 53 no-shows and the Assessor staff defended 119 appeals. Only 11% of all appeals filed required a decision by the AAB
- Defended assessment value opinions of \$1.4 billion in real property (of which \$401 million was Genentech) and \$2 billion in personal property through the resolution of assessment appeals. This is due to the quality of accurate appraisals, through the successful education of property owners (residential and commercial), and the diligent preparation and presentation of assessor valuations before the Assessment Appeals Board
- According to an Operations Review conducted by The Macias Group, the San Mateo County Real Property Division was noted for its effective assessment appeals program, especially as compared with comparably sized jurisdictions that have much higher staffing ratios. They recommended adding five appraiser positions
- Upgraded the EDMS imaging and workflow component to expedite the processing of business property statements with enhancements noted from use in last season's roll close activities
- Implemented new EDMS imaging solutions and workflow to better support access to documents via image for the valuations and appeals work performed by appraisers

### Headline Measures



### Program Outcome Statement

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



- Continued to meet with the Controller and Tax Collector on a regular basis to refine the tax process and ensure the accuracy of shared property information
- Awarded an Honorable Mention in the countywide STARS Program for the development of the Assessment Roll Tracker (ART), an online, real-time application that makes the secured roll information and the status and financial risk associated with outstanding appeals available in downloadable formats to fiscal managers who prepare the budgets for consideration and adoption by the governing bodies of all local agencies. The immediate delivery of high quality financial data is especially valuable in this difficult economic climate.
- Conducted a training seminar for new and small business owners required to file the 571-L Business Property Statement.
- Utilized the leasing review program to discover new businesses, an important but time-consuming function of an assessor's office in that it maintains fair and equitable assessments of all property and increases shared property tax revenues benefiting all local agencies

### Story Behind Performance

The assessed values of real property in California are adjusted annually by the State Board of Equalization; these adjustment factors are based on the California Consumer Price Index (CCPI) and required as a condition of Proposition 13. In all but five of the past 33 years, the 2% maximum annual increase to the prior year's value has been applied. However, this year was the first and only year since the passage of Proposition 13 in 1978 that the CCPI produced a negative value, -0.237%, and lowered the base year value of all properties in California which will affect property taxes collected in FY 2010-2011. In San Mateo County, the estimated *reduction* in base year value will be \$2.46 billion dollars.

Economic conditions during FY2008-2009 and FY2009-2010 have significantly impacted local housing and job markets, made consumer loans difficult to obtain and caused property values drop dramatically. Residential properties are staying on the market for longer periods of time and foreclosures have risen as the sub-prime market bottomed out and unemployment climbed. While San Mateo County is in a fiscally stronger position than many other California counties, the recession has changed the composition of workload.

The emphasis of operations has been redirected to handle the increase in both the volume and complexity of the workload. Instead of a robust residential sales market with few *Declines in Value Reviews* and assessment appeals, the reverse is true. In a healthy economic climate, staff time was largely devoted to Regular Market Sales that have short processing times. This has been replaced with Short Sales and Foreclosure Sales that require more complex valuations and are significantly longer to process.

Last year, the Real Property Division reviewed 52,000 residential parcels for the FY 2009-10 assessment roll to determine their possible eligibility in the Decline in Value Program. The assessments of over 28,000 of these residential parcels were reduced. Once properties are in the Decline Program, the Division is required to

review them annually to determine their continued participation. Further compounding this situation is that the commercial property market is experiencing an increase in the number of decline requests this year much like the residential market did last year. As long as this current economic trend continues, the Decline in Value work load will increase. In fact, it will be substantial until the market is fully restored.

One key headline performance measure, Percent of Real Property Activities Processed by Close of Roll, is calculated by the total percentage of activities that may be appraised completed by the end of the fiscal year. Historically, the percent of appraisal activities completed by the close of the assessment roll has improved from 91.9% for FY 2000-01 to 99.5%-100% for FY 2002-03 through FY 2008-09. Achieving this goal of completing all appraisal activities by the close to the roll results in timely assessment notices and the reduction and or elimination of roll corrections that would otherwise be required. This helps all local agencies as it maximizes the potential collection of property tax revenue. This is a challenge with the recent vacancies and retirements and the increased workload from decline in value review requests and appeals for both residential and commercial properties. For the FY 2009-10 and FY 2010-2011, this key headline performance has been adjusted to 90% of appraisal activities that are completed at the end of the fiscal year.

Improving on the past performance of the efficiency measure that tracks the median number of days from a residential sale to the notice of supplemental assessment is a formidable task. The number of days decreased from 76 days in FY 2001-02 to 17 days in FY 2007-08, but increased to 24 days in FY 2008-09. The performance measure for FY 2009-10 was adjusted this fiscal year to 30 days in recognition of the reduced staff and increased workload. The new target for FY 2010-11 and FY 2011-12 is 30 days. Realistically, this time frame cannot be improved until the real estate market recovers and the division's budget and workload are normalized.

In addition to the real property appraisal activities completed by the close of the assessment roll, the Personal Property Division has conducted nearly 300 mandatory audits. The number of mandatory audits completed has decreased from prior years due to the new audit selection criteria passed into law by AB 550, Ch. 297, and Stats of 2008. The number of Business / Personal Property Statements (571-L) slightly decreased due to the increased number of direct enrollments. The electronic filing of the Business Property Statements began two years ago. In order to streamline and expedite the processing of these statements, the Division implemented a new imaging and workflow component in FY 2008-09; Upgrades to this system were implemented in 2009-10 further improving the process. This year the Division conducted the second annual Business Property Statement Seminar to encourage more businesses to file electronically and to offer instructional assistance to business owners filing the required 571-L forms.

The discovery of new businesses that should be filing a Business Property Statement (BPS) is a time consuming and costly endeavor. Yet, the discovery of new businesses and their eventual filing of BPS

is an important revenue source. CARE periodically conducts full and partial canvasses of the specific areas such as office buildings and shopping centers as well as the San Francisco Airport. In recent years, CARE initiated a practice of contacting cities directly to periodically obtain new business license filings. Beginning in 2007, CARE performed a comparison of the business accounts on record in the Assessor database with those listed in the Hanes crisscross directory for three San Mateo County cities. Although, this pilot proved beneficial due to limited resources this program has not been expanded. This year, the discovery of new businesses was performed through the leasing review program.

The business application in use today that supports the Assessor's Office for valuating both real and personal property has reached end of life and is in need of replacement. The current vendor currently has no upgrades or replacements that will be made available for implementation in a reasonable period of time. This business application and the technology platforms supporting this application will need to be replaced over the next two year budget cycle.

Compared to other California Assessor Office's with similar demographics, CARE has the lowest staffing levels of any comparative organization in the state. Retirements and forced vacancies due to budget cuts continue to affect the department's operations which will have an impact on the Assessor's Office ability to maintain acceptable service levels. Risks associated with understaffing the Assessor's office have financial repercussions. If work is not completed, properties may go undervalued and appeals may be underrepresented. These financial consequences affect the county as a whole and extend to all local agencies.

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

- To manage the substantial additional workload due to the fact that all past declines must be reevaluated and new requests for declines are emerging from the commercial property market; these new requests are more complicated and take more time to review
- Refrain from further position cuts in the department; work to aggressively fill all open positions within the Assessor's Office to adequately support workload surges, unknown variables, succession planning, knowledge transfer and business continuity
- To recruit and train experienced commercial appraisers to handle the workload challenge ahead due to vacancies created by retirements and shortages of qualified candidates in the market place
- To negotiate a successful resolution of the complex, multi-year outstanding assessment appeals
- Analyze assessor business applications generally available in the market place to replace the legacy system

#### **Program Objectives**

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

#### Achieve Completion of Real Property Activities by Close of the Roll

- Hire experienced appraisers to replace retired senior staff in a timely manner
- Expand the appraisal tools to include statistical programs and databases to optimize the completion of Residential Decline in Value Reviews
- Realign and reassign existing staff to respond to changing workload conditions
- Provide the new staff with training and support
- Continue to build and enrich the capacity of existing staff for greater flexibility in assignments

#### Achieve a Target of 30 Median Days from the Residential Sale to the Notice of Supplemental Assessment

- Centralize Residential Sale Processing
- Expand appraisal tools and utilize available databases as a primary resource to optimize the valuation process of residential sales
- Improve the frequency of mailed supplemental notices

#### Achieve Target of 1.5% Difference Between March Estimate and Total Actual Roll Change

- Continue to partner with City Finance Directors, School District and Special District Business Managers to improve and refine the new Assessment Roll Tracker (ART) product to include more historical data and more current variable data to fine tune the March projection of the final assessment roll

#### Change of the Audit Completion Criteria for Close of the Assessment Roll in June 2010

- Redistribute the mandatory audit workload among the auditor staff based on new audit selection criteria passed into law; this new law provided the rationale for reducing this target measure.
- Continue to increase the number of correspondence audits, thereby saving travel time (as appropriate)

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

- Improve the assessment change process between CARE, Treasurer / Tax Collector and Controller Offices
- Continue providing updates to city, school district, special district and county finance officers
- Collaborate with local county entities to provide accessible Assessor and Clerk-Recorder data

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>                                  |                      |                      |                        |                      |                      |
| Number of real property assessments processed                          | 219,316              | 219,589              | 219,200                | 219,200              | 219,200              |
| Number of supplemental assessments processed                           | 14,963               | 16,751               | 15,000                 | 15,000               | 15,000               |
| Number of mandatory audits completed                                   | 311                  | 378                  | 250                    | 250                  | 250                  |
| <b>How Well We Do It (Quality / Efficiency)</b>                        |                      |                      |                        |                      |                      |
| Percent of real property activities processed by close of roll         | 100%                 | 100%                 | 90%                    | 90%                  | 90%                  |
| Median days from residential sale to notice of supplemental assessment | 17                   | 24                   | 30                     | 30                   | 30                   |
| Percent of mandatory audits completed by the close of the roll         | 93%                  | 92%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                        |                      |                      |                        |                      |                      |
| Percent of taxing agencies rating services good or better              | 100%                 | 97%                  | 90%                    | 90%                  | 90%                  |
| Percent of audits with waivers beyond the four year statute            | 4%                   | 8%                   | 10%                    | 10%                  | 10%                  |

**Appraisal Services (1310P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 76.0              | 75.0              | 72.0               | 72.0                   |                   | 72.0                   |
| <b>Funded FTE</b>         | 76.0              | 75.0              | 72.0               | 71.9                   | (0.1)             | 71.9                   |
| <b>Total Requirements</b> | 9,382,010         | 9,490,554         | 10,792,556         | 10,751,718             | (40,838)          | 10,695,109             |
| <b>Total Sources</b>      | 4,482,995         | 5,206,641         | 5,499,009          | 5,352,782              | (146,227)         | 4,939,772              |
| <b>Net County Cost</b>    | 4,899,015         | 4,283,914         | 5,293,547          | 5,398,936              | 105,389           | 5,755,337              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| <b>Mandated Services</b>  |                   |                   | 5,293,547          | 5,398,936              | 105,389           | 5,755,337              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,398,936 or 50.2%. Of this amount, 100% includes Mandated Services currently provided with no specified maintenance-of-effort requirements or local match requirements.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; an increase in property tax administration fees; a decrease in supplemental tax administration fees; an increase in Fund Balance generated by positions held vacant; a decrease in Reserves to balance the budget; and reduction in contract expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (146,227)       | 447,301        | 0                   | (488,139) | 105,389         | 0         |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; a decrease in Fund Balance used for one-time projects and purchases in FY 2010-11, and a decrease in Reserves to meet budget reduction target.

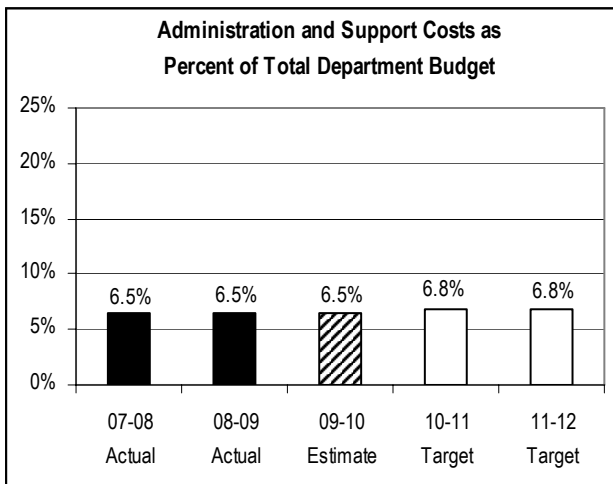
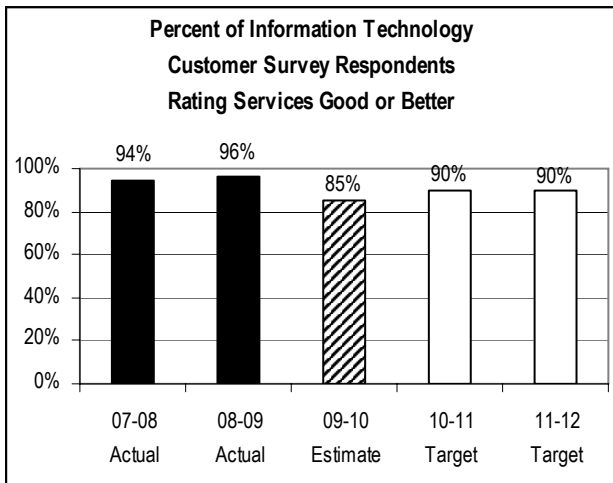
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (413,010)       | 48,261         | 0                   | (104,870) | 356,401         | 0         |

## Administration and Support (1320P)

### Program Locator

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

### Headline Measures



### Program Outcome Statement

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

### Services and Accomplishments

The Administration and Support Services Program is responsible for establishing the priorities, setting the tone and promoting a standard of excellence throughout the Department. Five equally critical categories of resources and values fuel the mission—people, programs, finance, facilities and technology. The Program supports all Clerk-Assessor-Recorder-Elections Office employees in the accomplishment of Departmental mission critical activities, including implementing staff training programs in the following areas: Excel, Easy Access, appeals process, new legislation / laws, supervision techniques, management techniques, information technology, and on-site Board of Equalization certification classes for appraisers and auditors; management of the certification of appraisers and auditors; developing cash handling procedures; providing monthly financial reporting to managers; providing community outreach initiatives for all divisions; strengthening public information efforts to advise the public of new services, laws, regulations, forums and opportunities and complying with the state mandated public noticing requirements for the Elections Office; and regularly updating iCARE, the department's internal communication and resource network. The Program also manages specific projects like the writing of the HAVA funded grant to improve accessibility and equal access to voters with disabilities and the coordination of its implementation with the Commission on Disabilities to Ad Hoc Voting Committee. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025.

The following are major accomplishments in the current year:

- Improved the process of tracking and archiving official records of land, property, voting results and vital statistics by implementing a records management application and database at Tower Rd.; and developing formal processes for submitting and retrieving archived records
- Introduced a fresh new look to both [www.shapethefuture.org](http://www.shapethefuture.org) and [www.smcare.org](http://www.smcare.org) to improve accessibility, functionality, navigation, search engine optimization, and aesthetics as well as to introduce new web technologies. Produced 14 informational / instructional videos for the online public that are accessible on the department's websites
- Applied usability criteria to vastly improve the Poll Worker handbook / reference guide and training materials which have been very well received by poll workers and trainers alike
- Offer a varied approach to the distribution of public information using the mainstream media, County websites, and the web 2.0 technology of video, an elections blogs, twitter, RSS, GovDelivery, and Flicker
- Currently coordinating and implementing the programs funded by the successful Help America Vote Act (HAVA) to improve access to polling locations, create voting information and materials that are accessible to the community of voters with disabilities and improve poll worker training

- CARE IT implemented an EDMS solution via FN workflows to process Business Property Statements (571-L) from a scanned image. Greatly improved the efficiency and accuracy of 571 processing. Eliminated exceptions at the end of roll close for this processing year.
- CARE IT implemented social security number redaction technology for both go-forward and back file recorded documents.

### Story Behind Performance

The Communications Plan developed in FY 2009-10 to guide the public information and communication outreach strategies for the Department has been updated to reflect accomplishments, new challenges and continuing projects. Public communications include redesign and rewrite of CARE brochures to reflect changes in state law and local ordinances, a redesign of the www.smcare.org website to improve navigation, Web 2.0 functionality, meeting Section 508 compliance requirements, which was enacted to eliminate barriers in information technology and to make available new opportunities for people with disabilities, and improving the user experience; press strategies for publicizing news, programs, consumer alerts as well as meeting of Election code requirements for public notices; the completion of HAVA grant projects to support voters with disabilities; the creation of short instructional / informational videos accessible to the public on the CARE website; the development of a second tier of communication outreach; the production of a grants to support departmental priorities; the production of printed departmental publications like the Official Sample Ballot and Voter Information Pamphlets in English, Spanish and Chinese as well as other simpler publications like POLLcat, the poll worker newsletter, required Notary Training, and seminar materials for the filing of 571-L Business Property Statements. Internal communications include: the maintenance and contributions to iCARE, the Department's internal website that is a forum for initiatives, county activities, and learning opportunities. iCARE helps to facilitate change, is the repository for shared, online staff tools, and helps management build and maintain employee morale.

The County as a whole faces many content management challenges such as administering volumes of documents, posting the material online and keeping it up to date, and archiving important records and artifacts crucial to business operations. For all of these examples, the Electronic Document Management System (EDMS) is an applicable solution. CARE is actively engaged in EDMS and launched five new EDMS business solutions last year, and will implement additional EDMS scanning solutions in 2010-2011 that will image documents supporting Assessor and Clerk-Recorder workflows. CARE will continue to leverage this important countywide infrastructure and plans to continue implementing other EDMS projects that will be completed over a multi year timeline.

As the Department works to automate and streamline processes in each division to make it more customer-friendly and current with today's technology, it is important to continually audit the integrity of the systems and data. New mandates in the areas of protecting an individual's right to privacy, property assessment, voting procedures,

and the maintenance of public record for property transactions further complicate and necessitate this requirement. There are continued efforts to expand online services where it is deemed applicable and simplify how business is conducted in the Department.

Additionally, in order to measure how the Administration and Support Program is doing in the area of technology customer service, satisfaction surveys are sent to the employee users of technology who use the help desk to get assistance with their technology problems. The Program's goal is to produce continuous improvement in the satisfaction rate of internal customers.

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

- To manage the workload of vacant Deputy Director positions and conduct timely recruitments to fill executive positions and coordinate succession planning efforts, given that 30% of highly experienced staff are slated to retire over the next three to five years
- To pursue legislative changes to enable CARE divisions to conduct public business more efficiently and effectively
- Leverage countywide IT infrastructure and technology services where it is deemed appropriate to benefit the Department and reduce costs while maintaining the same or better service levels

### Program Objectives

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

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

- Continue to improve applications and data delivery systems
- Continue to implement staff training improvements
- Implement EDMS solutions for the Clerk-Recorder Office
- Provide useful information and forms online
- Leverage countywide IT infrastructure and services where applicable

#### Maintain Administration and Support Costs at 6.8%

- Refine the fiscal units processes to increase productivity
- Provide division managers and supervisors monthly financial reports
- Monitor departmental programs and activities within the budget

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of payables processed   | 6,671                | 5,350                | 2,218                  | 2,100                | 3,500                |
| Number of information technology service requests (high priority) <sup>(1)</sup>             | 388                  | 89                   | 50                     | 40                   | 40                   |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of payables paid on time   | 88%                  | 90%                  | 85%                    | 90%                  | 90%                  |
| Percent of business application availability   | 99%                  | 99%                  | 96%                    | 96%                  | 96%                  |
| Average hours from information service request to resolution (high priority)                 | 8                    | 6                    | 8                      | 8                    | 8                    |
| Percent of information technology customer survey respondents rating services good or better | 94%                  | 96%                  | 85%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Administration and Support costs as percentage of total departmental budget                  | 6.5%                 | 6.5%                 | 6.5%                   | 6.8%                 | 6.8%                 |
| Amount of property transfer tax collected for taxing agencies                                | \$9,987,947          | \$6,465,120          | \$6,800,000            | \$6,800,000          | \$7,140,000          |

<sup>(1)</sup> A new internal IT support process was implemented in FY 2008-09 and decreased the number of high priority requests.

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

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 12.0              | 10.0              | 8.0                | 8.0                    |                   | 8.0                    |
| <b>Funded FTE</b>         | 11.7              | 10.0              | 8.2                | 8.0                    | (0.2)             | 8.0                    |
| <b>Total Requirements</b> | 1,424,905         | 1,471,719         | 1,230,601          | 1,273,601              | 43,000            | 1,276,926              |
| <b>Total Sources</b>      | 557,754           | 428,425           | 306,193            | 325,450                | 19,257            | 326,767                |
| <b>Net County Cost</b>    | 867,151           | 1,043,294         | 924,408            | 948,151                | 23,743            | 950,159                |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| <b>Mandated Services</b>  |                   |                   | 924,408            | 948,151                | 23,743            | 950,159                |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$948,151 or 74.4%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort requirements.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and a transfer from the Recorder trust fund.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 19,257          | 43,000         | 0                   | 0        | 23,743          | 0         |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; reductions in printing costs; and a small increase in conversion fees.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,317           | 3,325          | 0                   | 0        | 2,008           | 0         |

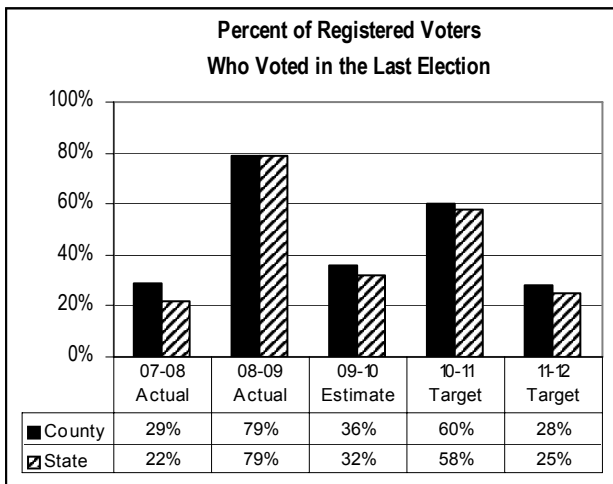
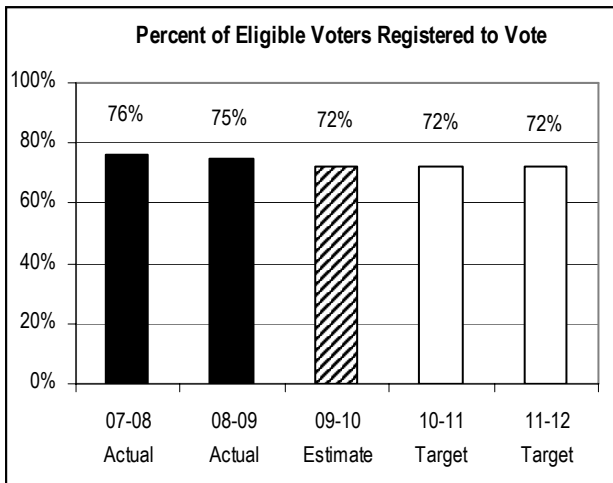


## Elections (1330P)

### Program Locator

- County
  - Collaborative Community
    - Assessor-County Clerk-Recorder
      - Appraisal Services
      - Administration and Support
      - ▶ **Elections**
        - County Clerk-Recorder

### Headline Measures



### Program Outcome Statement

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

### Services and Accomplishments

The Elections Office is responsible for registering voters and conducting elections. The Office provides community education to increase voter registration and turnout, maintains a voter registration file, trains poll workers to staff voting precincts, verifies and processes candidacy and initiative petitions, prepares, distributes and processes vote by mail ballots, equips voting precincts, tabulates election results, and audits the results.

These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025.

The following are major accomplishments in the current year:

- Successfully conducted the scheduled Uniform District Election (UDEL) in November 2009 and a County retirement board election with 83% of normal staffing level. In the first half of 2010, conducted all mail school district special elections on February 23, March 2, and May 4 in addition to the regularly scheduled June 2010 Gubernatorial Primary
- Acquired a new voter registration management system that will leverage the use of Optical Character Recognition (OCR) and Intelligent Character Recognition (ICR) technology which will reduce key strokes and reduce manual data entry costs. Additional benefits include a lower incident of repetitive injury health risks associated with data entry task. The new system will also ensure the County's ability to connect with and support VoteCal, the State's new federally mandated statewide voter registration system scheduled for implementation in late 2011
- Consolidated precincts to reflect the popularity of vote by mail ballots which currently represent 44% of all registered voters in the County. This will help to reduce election costs while maintaining service levels for voters that prefer to vote at the polls
- Refreshed and re-engineered the elections website to simplify searches, provide voter specific content, improve content readability, and add multi-media materials and Web 2.0 functionality
- Implemented an improved and secure election day ballot retrieval system that accurately monitors ballot box transfers and slightly reduces the workload on poll workers at the end of a very long day

### Story Behind Performance

San Mateo County's Elections remained ahead of statewide averages in voter registration, voter participation, and voter and poll worker education and outreach by engaging the diverse communities of the county and providing real time and relevant information through publications and the use of the Internet. The Elections Office refreshed its website, [www.shapethefuture.org](http://www.shapethefuture.org), with clean and easy navigation, logical and intuitive subject matter and Web 2.0 Initiatives to engage a broad range of demographics in the elections process using Blogs, Twitter, Flickr, RSS, YouTube and

Flash Server Technology. With the rise in popularity of interactive and social Web 2.0 functionality on websites, regular web users have come to expect and use these kinds of tools to gather information, conduct business, make comments and ask for assistance. These strategies kept the site relevant with timely election information.

One of the key ingredients in conducting a successful election is an army of well trained and engaged poll workers. For the November 2009 UDEL Election, the Elections Office provided poll workers with a single comprehensive reference guide to assist them with polling place operations that was designed based on poll worker feedback. Precincts were consolidated based on an increase of more voters choosing "vote by mail ballots", allowing poll workers to be more engaged throughout Election Day.

San Mateo County's voting system, the only electronic voting system permitted for full use in the state of California by the Secretary of State, has gained acceptance and confidence as a proven, uniform, and accurate method for voters of San Mateo County to cast ballots at the polls. The poll workers have become proficient in the set-up and management of the system as well.

Turnout for the elections will continue to fluctuate due to the nature and scope of varying contests scheduled for each election. Turnout for the November 3, 2009 UDEL election was lower than projected, 27.84% because many local jurisdictions did not go to ballot as scheduled. Two all mail special school district elections were held in February 23, 2010 and March 2, 2010; turnout was expected to be about 30-35%. The statewide primary election, June 8, 2010, should generate close to 40% participation in San Mateo County, above the State's average.

To better understand the fluctuating costs of elections, a new performance measure was added in FY 2009-10 related to the cost per registered voter. This is calculated by taking direct costs for each election and dividing it by the number of registered voters.

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

CARE has low staffing levels compared to other California Election Offices with similar demographics. Vacancies continue to affect the department's operations which will have an impact on the Elections Office ability to maintain acceptable service levels. The Election division operates at very low staffing levels; continued understaffing of the Elections division introduces a high risk component ripe for mistakes, which can have costly and possibly irreparable consequences. Operating the elections division in an understaffed capacity could delay ballot counts on election night, disenfranchise voters, create potentially irreparable vote counting mistakes and compromise voter confidence. The Elections division is dependent on a few highly qualified Election Specialist IIs who are the knowledge managers responsible for the direction of the Extra Help staff brought in to handle work during high volume periods. Their knowledge and judgment is fundamental to the stability of elections

as today's elections are highly technical, complex and legally constrained productions. All of these staffing challenges need adequate considerations in the budget planning process coupled with a staffing plan and strategy that will best serve the Department.

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

- To create a dynamic budget model that adequately funds unplanned election cycles; implementing cost control measures and tools that will help manage election costs
- Refrain from further position cuts in an understaffed Department; work to aggressively fill all open positions within the Elections Office to adequately support federal and state mandates, workload surges, unknown variables, succession planning, knowledge transfer and business continuity
- To manage the Help America Vote Act's (HAVA) requirements for voting and voter registration, ADA access, and various funds and grants allocated to the County
- To smoothly transition to the new statewide voter database system, VoteCal; to promote and facilitate the on-line voter registration component in San Mateo County
- To reallocate voters with the County within new district boundaries as a result of reapportionment by redrawing precinct lines using the County's GIS system and reassigning political districts associated with affected voters within the voter management system
- To increase voter registration outreach efforts with the schools with the successful passage of AB 30 that allows the pre-registration of 17-years olds to vote
- To continue legislative advocacy efforts to offer voters cost effective voting choices such as mail ballot elections and green choices like opting out of paper sample ballots

#### **Program Objectives**

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

##### Register at Least 72% of Eligible Voters

- Develop and implement a comprehensive voter registration and education plan involving all segments of the voting age population and communities in San Mateo County
- Enhance voter confidence in the security of the voting process, including facility changes to enhance security of ballots, intrusions, and accountability, and through education, direct engagement, participation, and interactive web applications
- Partner with the League of Women Voters, community organizations, County agencies, community colleges and high schools and other resources with unique outreach programs
- Perform regularly scheduled voter file maintenance activities
- Develop a new program in partnership with the high schools to pre-register 17-year old students as allowed by law in 2012

##### Maintain the Percent of Registered Voters Who Voted in Last Election to be Above the State Average

- Enhance voter confidence in the security of the voting process through education, direct engagement with participation, and

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input through community organization events, school programs and Public Service Announcements

- Improve the voting experience for workers as well as voters by conducting open houses, creating election videos, writing the Inside Elections Blog and updating the Election Twitter account known as Election News Now to foster the input and exchanges of ideas on the Elections website
- Continue to make elections more transparent with tools such as Precinct Tracker showing the movement of ballots from polling place to tabulation and Race Tracker displaying results faster and with more details and the use of Google maps, and live access to the work of the Elections Division through public media such as the television and / or the Internet

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of new voters enrolled   | 27,320               | 39,029               | 15,000                 | 21,000               | 25,000               |
| Number of poll workers  | 1,584                | 1,639                | 1,600                  | 1,600                | 1,600                |
| Number of voting precincts  | 448                  | 407                  | 390                    | 350                  | 350                  |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of eligible voters registered to vote   | 76%                  | 75%                  | 72%                    | 72%                  | 72%                  |
| Percent of eligible voters registered to vote by mail                                     | 44%                  | 43%                  | 43%                    | 44%                  | 44%                  |
| Cost per Registered Voter   | \$5.82               | \$9.11               | \$5.50                 | \$6.50               | \$6.50               |
| Recruitment cost per poll worker  | \$29                 | \$15                 | \$29                   | \$26                 | \$26                 |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number and percent of registered voters who voted in last election - SMC <sup>(1)</sup>   | 104,160 /<br>29%     | 307,350 /<br>79%     | 125,000 /<br>36%       | 222,000 /<br>60%     | 97,000 /<br>28%      |
| Percent of registered voters in last elections - Statewide Average <sup>(1)</sup>         | 22%                  | 79%                  | 32%                    | 58%                  | 25%                  |
| Number and percent of registered voters who voted by mail in last election <sup>(1)</sup> | 67,166 /<br>19%      | 151,928 /<br>39%     | 60,000 /<br>17%        | 111,000 /<br>30%     | 59,292 /<br>17%      |

<sup>(1)</sup> Elections occurred or will occur as follows: local UDEL / presidential primary election in FY 2007-08; a presidential general election in FY 2008-09; local UDEL / gubernatorial primary elections in FY 2009-10; a gubernatorial general election in FY 2010-11; and a UDEL / presidential primary / statewide direct primary in FY 2011-12.

**Elections (1330P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 12.0              | 12.0              | 11.0               | 11.0                   |                   | 11.0                   |
| <b>Funded FTE</b>         | 12.0              | 12.0              | 11.0               | 11.0                   |                   | 11.0                   |
| <b>Total Requirements</b> | 6,026,342         | 7,300,808         | 4,421,471          | 3,799,128              | (622,343)         | 3,781,643              |
| <b>Total Sources</b>      | 3,254,389         | 2,337,517         | 2,359,604          | 1,507,730              | (851,874)         | 1,651,621              |
| <b>Net County Cost</b>    | 2,771,952         | 4,963,291         | 2,061,867          | 2,291,398              | 229,531           | 2,130,022              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| <b>Mandated Services</b>  |                   |                   | 2,061,867          | 2,291,398              | 229,531           | 2,130,022              |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,291,398 or 60.3%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort requirements.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; a decrease in reimbursements for election services provided to other agencies due to fewer local elections; and a decrease in reimbursements for conducting one scheduled election during FY 2010-11.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (851,874)       | (2,204,249)    | 2,534,676           | 0        | 1,182,301       | 0         |

### 2. Scheduled Elections

There is only one major election in FY 2010-11 versus two major elections in FY 2009-10. The gubernatorial general election scheduled for November 2010 will result in a new Governor for the State of California. Voter interest and participation in the election is expected to be high with a 60% projected turnout. Reimbursement from local jurisdictions and the General Fund offset election costs for Extra-Help positions and election related expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 0              | (952,770)           | 0        | (952,770)       | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (851,874)       | (2,204,249)    | 1,581,906           | 0        | 229,531         | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; increases in elections services due to three major elections (UDEL, Presidential Primary and Statewide Direct Primary) during FY 2011-12; increases in associated labor costs and operating costs; and decreases in reimbursements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 143,891         | 2,860,091      | 952,770             | 0        | 3,668,970       | 0         |

### 4. Scheduled Elections

There are three major elections scheduled for FY 2011-12 versus one major election in FY 2010-11. The UDEL election is fully funded by cities and school districts. The two primary elections will be reimbursed from the General Fund, which offsets election costs for Extra-Help positions and election related expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 0              | (3,830,346)         | 0        | (3,830,346)     | 0         |

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**TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS**

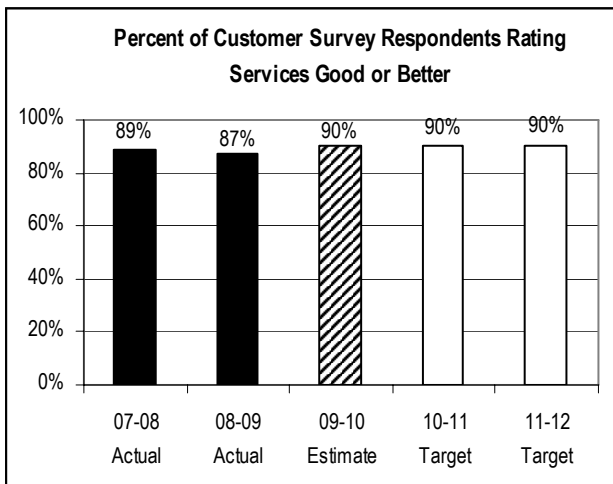
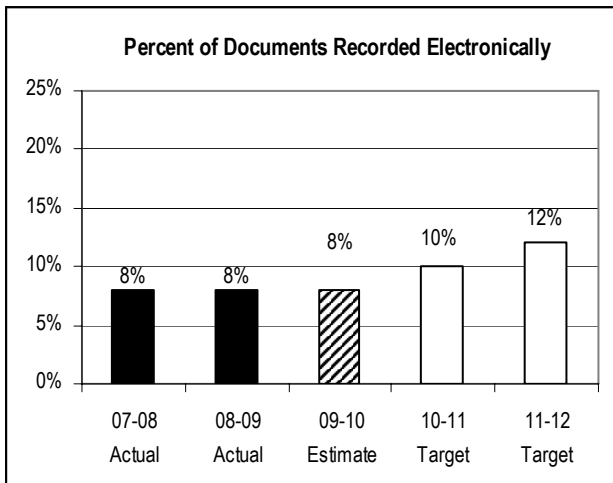
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 143,891         | 2,860,091      | (2,877,576)         | 0        | (161,376)       | 0         |

## County Clerk-Recorder (1340P)

### Program Locator

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

### Headline Measures



### Program Outcome Statement

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

### Services and Accomplishments

The County Clerk-Recorder's Office is responsible for providing direct services to the public including recording and maintaining property transactions, fictitious name statements and vital records. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025. On a daily basis, the Office receives 250 telephone calls, 100 customer walk-ins and approximately 700 document recordings. Customers seeking property information are provided a friendly environment with 20 kiosks and easy access to searchable databases that yield the information in just a few seconds, as well as historical microfilm and books.

The following are major accomplishments in the current year:

- Entered into a Memorandum of Understanding with SECURE, a multi-county electronic recording system, which will enable San Mateo County to conduct the e-recording of land records in 2010
- Implemented Phase II of the Social Security Truncation Program whereby the Department is now redacting the first five digits of the social security number from all recorded documents prior to 2009
- Collaborated with Health Services' Vital Statistics Unit to share access to and the processing workload of all vital records
- Revamped forms and letters and began procedural updates in the County Clerk-Recorder's unit to comply with new laws and upgrade the materials
- Provided leadership in California with the County Recorder Association and the business sector to educate all interested parties on related industry topics, such as eRecording, real estate fraud and legislative issues

### Story Behind Performance

In 2002, the Clerk-Recorder's eRecording pilot served as a model for the State. Over the past few years, the Office has worked closely with the Attorney General's office to implement regulations for a new statewide program. In FY 2009-10, the Office entered into an agreement with a multi-county electronic recording system called SECURE. These electronic recording efforts have proven to save time, reduce errors and create a more timely public record. The Office expects to electronically transfer 8% of all documents in FY 2009-10. Currently, vital records are the only type of documents that are submitted electronically. Even though the expansion of electronic recording has been slow to develop, the expectation is that the Office will be receiving land records from the business industry in the first quarter of FY 2010-11.

Balancing mandated requirements, uncertain real estate market workloads and implementation of much needed electronic processes has always been a challenging endeavor for the Clerk-Recorder. One of these changes is the implementation of the Social Security Truncation Program that began with the passage of a new law in 2009 that will help protect the public from identity theft. This program

requires the truncation of the first five digits of all Social Security numbers on recorded documents. The program was designed with three phases. The first phase of the project began with documents submitted on a "go forward" basis. It required staff to verify that all documents have been properly truncated. Coincidentally, the daily operational workload became erratic with recording fluctuations that ranged between 500 and 1000 documents. The second phase of the project will truncate Social Security numbers of previously recorded documents going back retrospectively to 1980 and be completed in FY 2009-10. The third phase, planned for FY 2010-11, will convert all of the recorded documents presently existing only in microfilm to digital images and then the truncation process will begin.

In the midst of this project and on the brink of the new e-recording project, the Recorder's Office saw the retirement of a long time supervisor. Despite these challenges, the staff is committed to providing the County's diverse population with excellent customer service. In FY 2008-09, the CARE customer surveys indicated that 90% of customers rated overall satisfaction with County Clerk-Recorder services as good or better, a significant gain over the 71% rating received in FY 2000-01. The staff provides customer service in English, Spanish and Chinese, computer assistance on an as-needed basis at public terminals and assistance in the research of digital and online historical records.

CARE has low staffing levels compared to other California Recorder Office's with similar demographics. These low staffing levels present risks in span of control, workload management, succession planning, and knowledge transfer loss when an employee leaves the County. Additionally, current staffing levels leave CARE with no capacity to absorb workload spikes or respond to unknown variables in the workplace.

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

- To develop a countywide ordinance regarding Documentary Transfer Tax to ensure that all entities, public and private, are treated equally under the letter and spirit of the law
- To refrain from further position cuts in the Department; work to aggressively fill all open positions within the Recorder's Office to adequately support workload surges, unknown variables, succession planning, knowledge transfer and business continuity.
- To work to balance the rights of privacy with the right to access public information
- To manage workload with limited resources while implementing major technology project initiatives for e-Recording, SSN Truncation, Microfilm to Digital Conversion and major upgrades to existing Clerk-Recorder applications
- To find technology solutions to enhance the flow of information from the point of origin in the Recorder's Office (the recorded land documents) to the Change in Ownership Unit in the Assessor's Office where it is researched to determine if a property meets the standard for reappraisal or a documentary transfer tax

**Program Objectives**

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

Achieve 10% of Electronically Recorded Documents

- Install, test and train all submitters and staff to prepare for the implementation of the electronic recording system, SECURE
- Promote statewide educational sessions for industry and government leaders to educate and promote electronic recording as well as other related topics
- Recruit a new Assessor-Recorder-Clerk Supervisor to lead the staff and lend support to the e-Recording and Social Security Truncation Projects

Achieve an Overall Customer Satisfaction Rating of at Least 90%

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



**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>                                 |                      |                      |                        |                      |                      |
| Number of official and vital documents examined, recorded and indexed | 172,415              | 163,960              | 150,000                | 150,000              | 157,500              |
| Number of customers assisted per day                                  |                      |                      |                        |                      |                      |
| -Onsite   | ---                  | ---                  | 75                     | 75                   | 75                   |
| -Callers  | ---                  | ---                  | 225                    | 225                  | 225                  |
| -Total  | ---                  | ---                  | 300                    | 300                  | 300                  |
| <b>How Well We Do It (Quality / Efficiency)</b>                       |                      |                      |                        |                      |                      |
| Percent of documents electronically recorded                          | 8%                   | 8%                   | 8%                     | 10%                  | 12%                  |
| Percent of customer survey respondents rating services good or better | 89%                  | 87%                  | 90%                    | 90%                  | 90%                  |
| Percent of transactions processed correctly                           | 99%                  | 99%                  | 99%                    | 99%                  | 99%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                       |                      |                      |                        |                      |                      |
| Amount of recording fees generated                                    | \$1,455,877          | \$1,333,471          | \$1,735,000            | \$2,100,000          | \$2,025,000          |

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

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>     | 24.0              | 22.0              | 22.0               | 21.0                   | (1.0)             | 21.0                   |
| <b>Funded FTE</b>            | 24.0              | 22.0              | 22.0               | 21.0                   | (1.0)             | 21.0                   |
| <b>Total Requirements</b>    | 3,498,316         | 3,363,601         | 3,020,857          | 3,766,403              | 745,546           | 3,552,252              |
| <b>Total Sources</b>         | 4,095,598         | 3,766,992         | 2,541,759          | 3,438,650              | 896,891           | 3,421,532              |
| <b>Net County Cost</b>       | (597,283)         | (403,391)         | 479,098            | 327,753                | (151,345)         | 130,720                |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>Mandated Services</b>     |                   |                   | 489,736            | 338,391                | (151,345)         | 141,358                |
| <b>Non-Mandated Services</b> |                   |                   | (10,638)           | (10,638)               |                   | (10,638)               |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost is \$327,753 or 8.7%. This amount includes Mandated Services with no specified maintenance-of-effort requirements and fully reimbursed non mandated costs.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increases in document recording fees offset portion of increases in operational costs and other program services; elimination of one-time General Fund loan in FY 2009-10; and decreases in conveyance tax revenue offset a reduction in Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 896,891         | 194,664        | 641,981             | (10,000) | (70,246)        | 0         |

#### 2. Reduction of Assessor / Recorder Technician

The County Clerk-Recorder division is reducing one vacant Assessor-Recorder Technician II from its support staff to meet the budget target. The reduction of this position will impact scanning and quality control operations in the County Clerk-Recorder's division as well as several Department tasks, such as mail pickup, delivery and distribution.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (81,099)       | 0                   | 0        | (81,099)        | (1)       |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 896,891         | 113,565        | 641,981             | (10,000) | (151,345)       | (1)       |

### FY 2011-12 Program Funding Adjustments

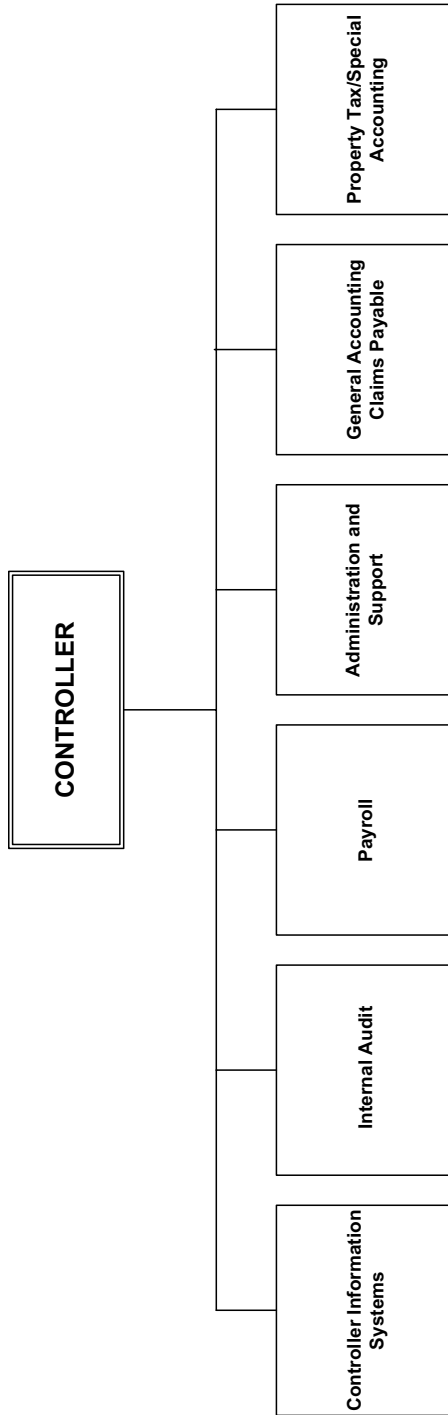
The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases; and a reduction in contracts.

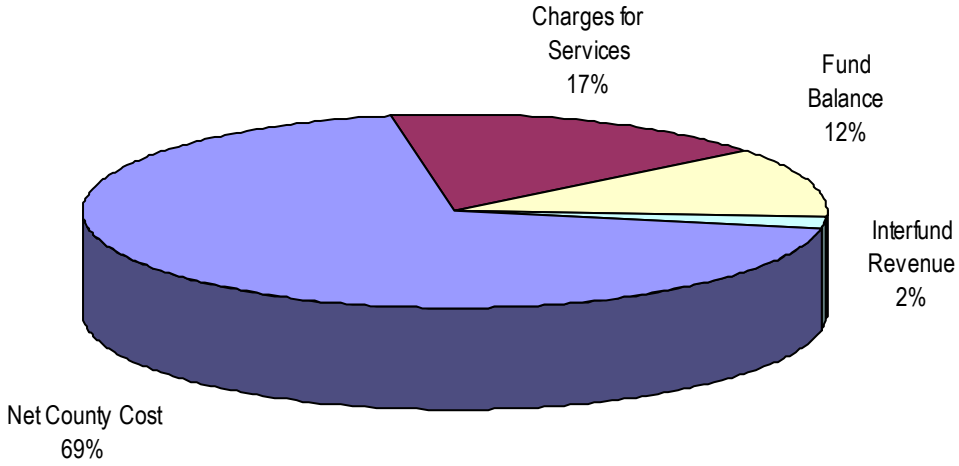
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (17,118)        | (214,151)      | 0                   | 0        | (197,033)       | 0         |

# CONTROLLER'S OFFICE

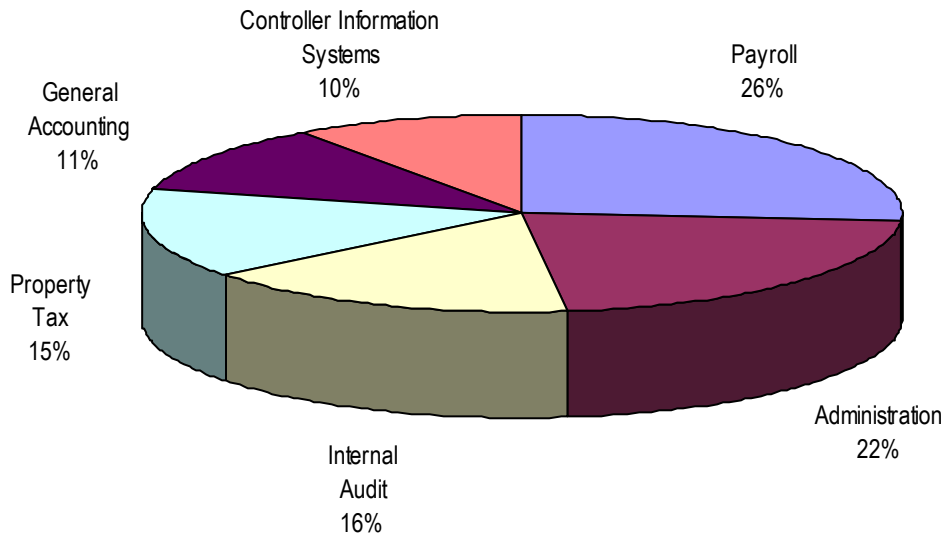


# Controller's Office

## FY 2010-11 Recommended Sources



## FY 2010-11 Recommended Requirements



**Department Locator**

County

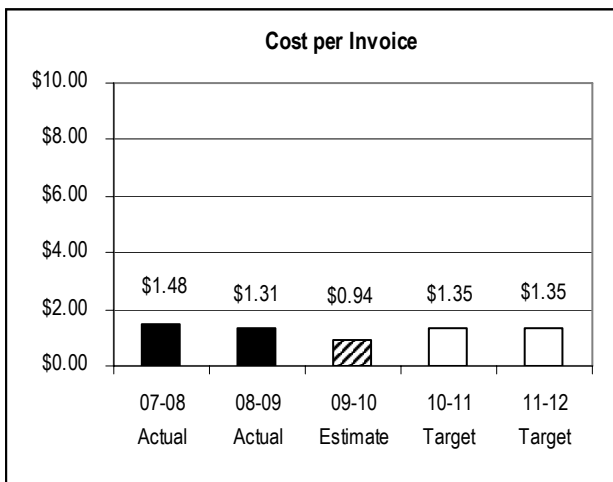
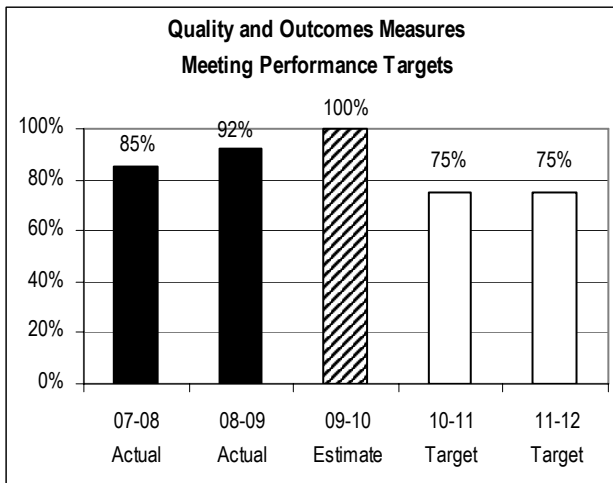
- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Assessor-County Clerk-Recorder



**Controller's Office**

- Treasurer-Tax Collector
- Retirement (SamCERA)
- County Counsel
- Information Services Department
- Grand Jury
- Non-Departmental Services
- Contingencies
- Debt Service Fund

**Department Measures**



**Department Mission Statement**

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

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**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.

**Collaborated with Partners**

The Controller's Office collaborated with the Assessor and Treasurer-Tax Collector, local cities, school districts and special districts to help maintain the fiscal stability of the County's 135 public agencies that provide the residents with high quality community services

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

**Safeguarded Tax Payers' Money**

The Controller's Office generated and saved millions of revenue dollars for the County through operational, management and financial audits, which identified cost effective and / or efficient business strategies leading to the conservation of tax dollars and the fiscal stability of County operations

**Enhanced Delivery of Services and Information**

The Office improved the quality and accessibility of the County's financial information so that citizens, policy leaders and County managers could make informed decisions with regard to taxpayer money

Financial system (IFAS) training was provided for County fiscal personnel to improve the efficiency of countywide accounting processes

**Updated the Automated Time Keeping System (ATKS)**

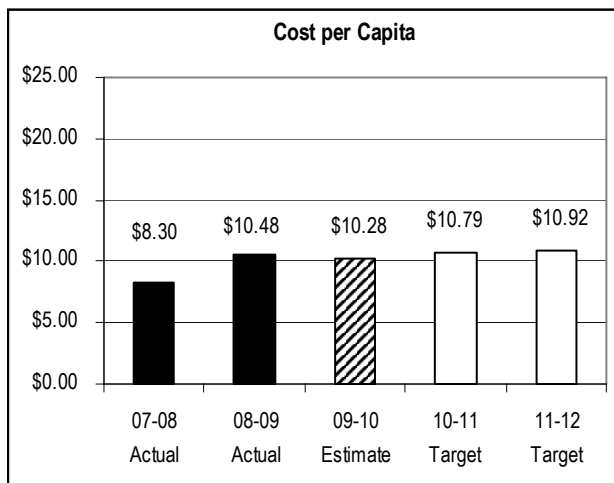
In cooperation with the Information Services Department (ISD) and Human Resources Department (HR), the Controller's Office implemented the Automated Time Keeping System (ATKS) to enable all County, Courts and Special Districts employees to complete, approve and process payroll time sheets electronically

The Payroll Program has also implemented ATKS Phase 2A to reduce payroll errors, reduce time spent correcting timecards and improve access to current and historical timecards. ATKS

2A allows exception-based time sheet reporting, electronic request and approval of time-off and overtime, automated processing of retroactive payroll adjustments, automated validation of all cost accounting codes, automated verification of holiday reporting, and additional time sheet data reporting capabilities

#### • Involvement with County Sponsored Events

The Controller's Office participated and gave generously to County-sponsored events such as HeartWalk and the Charitable Contributions Campaign



### Major Accomplishments in FY 2009-10

#### COLLABORATIVE COMMUNITY

- Conserved resources and preserved services provided by local agencies in the county by conducting operational audits that generated and / or saved a total of \$120.6 million
- Completed the first phase (Controller's Office) of a comprehensive risk analysis assessment of the effectiveness of the County's internal control framework that provides a central reference guide of County policies and procedures and assists in the management of risks relating to financial reporting
- Received awards of recognition by the Government Finance Officers Association (GFOA) for the County's Comprehensive Annual Financial Report and Popular Annual Financial Report
- Worked collaboratively with Information Services Department and Human Resources to electronically distribute payroll advices to all County, Courts and Special Districts employees. E-Advices provide enhanced information on the cost of the County's contribution to each employee's benefits
- Developed and offered County financial system (IFAS) training courses for IFAS users countywide
- Preserved \$30 to \$40 million, the cost of implementing a new accounting system, through continued maintenance and expert support of the County's IFAS system. Assisted Marin County in moving from a recently failed \$30 million plus implementation /

\$6million plus annual maintenance cost Enterprise Resource Planning system (SAP) to IFAS

- Implemented IFAS costs savings through vendor hosted (ASP) model
- Implemented Grants Management module for ARRA grants
- Tested and began implementation of ACH (e-payments) to vendors
- Increased participation in direct deposit program to 98%, exceeding the national average of 71%
- Earned 95% good or excellent customer service ratings overall

### Major Issues to be Addressed

- **Technology and Training**—Implementation of ongoing technology enhancements including Automated Appropriation Transfer Request (ATR) Workflow, Fixed Assets Module, Documents Online Module and Dashboard functionality
- **Future Budget Reductions**—Anticipated budget reductions in the next few years will impact the level of services the Controller's Office will be able to provide. The quality of work performed in the General Accounting and Accounts Payable divisions may be reduced potentially leading to difficulties related to the annual Grand Jury audit and Single Audit, which can risk the County's credit rating and availability of grant monies

### Key Department Initiatives

#### 1. Addressing Structural Internal Control Deficiencies

##### Alignment to Shared Vision:

- Collaborative Community

##### Major Issues to be Addressed:

- Required vacancies have reduced the number of personnel available to provide basic transaction review and processing. Further cuts increase the risk of errors or misstatements that are material to the audited financial statements. The Controller's General Accounting Division provides a key internal control point for the County's financial transactions. Other audits may result in significant fiscal impacts to the County (e.g., State Board of Equalization triennial audit)

##### Goals:

- Continue to improve the internal control structure for the County
- Implement IFAS capabilities to make labor intensive accounting processes more efficient

##### Objectives:

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

- Maintain an efficient central accounting office
- Provide countywide training to fiscal personnel on the use of the financial system to reduce the likelihood of errors.

**Major Milestones:**

- Fully implement IFAS Grants Module for all County grants and develop reports required to support internal controls and all reporting requirements by December 2010.
- Measure results on an ongoing basis

**Partners:**

- Human Resources Department
- Information Services Department
- All other County Departments

**FY 2010-11 Budget Impact:**

This key initiative has no impact on the FY 2010-11 budget. However, increases in the County's budget and two position reductions translate to more transactions to be processed and less staff time available for processing. This can result in significant financial impacts to the County from failed audits and associated penalties.

## 2. Enhancing Countywide Technology and Training

**Alignment to Shared Vision:**

- Collaborative Community

**Major Issues to be Addressed:**

- Budgetary restrictions have limited the capabilities of the Controller's Office to provide for new initiatives, process improvements or provide training related to the County's financial system.
- Implementation of the Automated Time Keeping System (Workbrain) will require additional resources for system maintenance, help desk inquires, report creation, ongoing training, and rule design.

**Goals:**

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

**Objectives:**

- Increase the number of accounting transactions processed electronically
- Reduce the number of payroll adjustments

**Major Milestones:**

- Continue to train new and current users on IFAS 7i 7.9
- Ongoing application management of the new Automated Time Keeping System

**Partners:**

- Human Resources Department
- Information Services Department

- All other County Departments

**FY 2010-11 Budget Impact:**

This key initiative has no impact on the FY 2010-11 budget.

### **Other Significant Objectives by Program**

The Controller's Office includes the following programs:

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

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

**All Controller Office Divisions**

- Maintain high customer satisfaction ratings
- Balance and maintain quality service with limited resources

**Internal Audit - Operational Audit Division**

- Maintain and improve quality control processes for the County
- Continue to identify departmental savings, new revenue and maximize County resources

**Payroll**

- Increase employee use of direct deposits to 100%
- Implement, in cooperation with ISD, Phase 2B of ATKS system, which includes advanced work scheduling features
- Implement, in cooperation with ISD and HR, a major upgrade to PIPS

**Controller Information Systems**

- Implement major IFAS release 7.9
- Implement IFAS functionality for currently licensed modules including Documents Online, and Dashboard

**General Accounting / Accounts Payable**

- Continue to improve transaction cycle processes
- Continue to provide financial information in a timely manner
- In conjunction with the CMO review of Administration and Support functions, determine the costs and benefits of centralizing accounts payable for the County with the goal of significantly reducing the cost of processing invoices.
- In conjunction with Internal Audit, implement a vendor payment contract to reduce both the number of checks written and Controller's Net County Cost.

**Controller's Office (1400B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Use of Money and Property     |                   | 109               |                    |                        |                   |                        |
| Charges for Services          | 1,233,251         | 1,210,487         | 1,319,720          | 1,486,235              | 166,515           | 1,486,235              |
| Interfund Revenue             | 141,448           | 133,168           | 124,593            | 172,317                | 47,724            | 172,317                |
| Miscellaneous Revenue         | 13,040            | 40,167            |                    |                        |                   |                        |
| <b>Total Revenue</b>          | <b>1,387,739</b>  | <b>1,383,931</b>  | <b>1,444,313</b>   | <b>1,658,552</b>       | <b>214,239</b>    | <b>1,658,552</b>       |
| Fund Balance                  | 1,003,339         | 1,070,823         | 1,022,394          | 1,009,162              | (13,232)          | 893,889                |
| <b>TOTAL SOURCES</b>          | <b>2,391,078</b>  | <b>2,454,754</b>  | <b>2,466,707</b>   | <b>2,667,714</b>       | <b>201,007</b>    | <b>2,552,441</b>       |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 4,568,075         | 4,971,062         | 5,355,779          | 5,575,088              | 219,309           | 5,672,860              |
| Services and Supplies         | 332,912           | 498,322           | 504,567            | 261,046                | (243,521)         | 261,046                |
| Other Charges                 | 1,005,261         | 2,233,912         | 2,812,838          | 2,161,215              | (651,623)         | 2,161,215              |
| Fixed Assets                  | 10,024            |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b>   | <b>5,916,273</b>  | <b>7,703,296</b>  | <b>8,673,184</b>   | <b>7,997,349</b>       | <b>(675,835)</b>  | <b>8,095,121</b>       |
| Intrafund Transfers           | (71,865)          | (158,627)         | (826,900)          | (17,743)               | 809,157           | (17,743)               |
| <b>Net Appropriations</b>     | <b>5,844,408</b>  | <b>7,544,669</b>  | <b>7,846,284</b>   | <b>7,979,606</b>       | <b>133,322</b>    | <b>8,077,378</b>       |
| Contingencies / Dept Reserves | 612,896           | 423,931           | 751,230            | 754,998                | 3,768             | 541,953                |
| <b>TOTAL REQUIREMENTS</b>     | <b>6,457,304</b>  | <b>7,968,600</b>  | <b>8,597,514</b>   | <b>8,734,604</b>       | <b>137,090</b>    | <b>8,619,331</b>       |
| <b>NET COUNTY COST</b>        | <b>4,066,225</b>  | <b>5,513,846</b>  | <b>6,130,807</b>   | <b>6,066,890</b>       | <b>(63,917)</b>   | <b>6,066,890</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>      | 44.0              | 45.0              | 45.0               | 42.0                   | (3.0)             | 42.0                   |
| <b>Funded FTE</b>             | 43.0              | 43.6              | 43.6               | 42.0                   | (1.6)             | 42.0                   |



## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$201,007 or 8.1% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Charges for Services

There is an increase of \$166,515 in this funding source primarily due to an increase in anticipated revenues from the Supplemental Property Tax 5% Administration Fee.

#### Interfund Revenue

There is a net increase of \$47,724 in this funding source primarily due to an increase in SamCERA financial service fees to more completely capture actual costs and account for prior year errors and an increase in Internal Audit fees from additional audits for the Pharmacy, Property Tax 1389, and the Mirada Surf Coastal Trail.

#### Fund Balance

There is a decrease of \$13,232 in this funding source due to less than anticipated savings by the end of FY 2009-10.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$137,090 or 1.6% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$219,309 in this expenditure category due to merit increases, contributions to retirement, insurance cost increases, and Workers' Compensation increases, offset by the deletion of three vacant positions: a Senior Internal Auditor, a Fiscal Office Specialist and an Office Assistant.

#### Services and Supplies

There is a net decrease of \$243,521 in this expenditure category due to the elimination of a one-time expenditure of \$175,000 for the IFAS Grants and Contracts module, the elimination of a one-time expenditure of \$17,000 for an Assessment Appeals project and decreases in other operating expenditures.

#### Other Charges

There is a net decrease of \$651,623 in this expenditure category, primarily due to the elimination of \$640,000 for a one-time PIPS upgrade project.

#### Intrafund Transfers

There is a net decrease of \$809,157 in this expenditure category primarily due to the elimination of \$640,000 for a one-time PIPS upgrade project and the elimination of a one-time expenditure of \$175,000 for the IFAS Grants and Contracts module, offset by an increase in Audit fees.

#### Contingencies / Departmental Reserves

There is a net increase of \$3,768 in this expenditure category. The balance in General Fund Reserves represents 9.5% of Net Appropriations, which exceeds the County 2% Reserves policy by \$595,406. This reserve includes \$366,351 in AB 589 funds set aside to cover one-time costs for enhancing the property tax administration system. The Reserves for general purposes is \$388,647 or 4.9% of Net Appropriations.

### **NET COUNTY COST**

There is a net decrease of \$63,917 or 1.0% in the Controller's Office's General Fund allocation, primarily reflecting increases of \$400,744 for increased labor costs offset by the elimination of three positions, decreases in various operating costs and increased revenues.

## **FY 2011-12 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$115,273 or 4.3% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

#### Fund Balance

There is a decrease of \$115,273 in this funding source due to reduced savings in FY 2010-11.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$115,273 or 1.3% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$97,772 in this expenditure category due to inclusion of merit increases and health benefits costs.

Contingencies / Departmental Reserves

There is a net decrease of \$213,045 in this expenditure category. The balance in General Fund Reserves represents 6.7% of Net Appropriations, which exceeds the County 2% Reserves policy by \$380,405. This reserve includes \$366,351 in AB 589 funds set aside to cover one-time costs for enhancing the property tax administration system. The Reserves for general purposes is \$175,602 or 2.2% of Net Appropriations.

**NET COUNTY COST**

No change.

## Administration (1411P)

### Program Locator

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

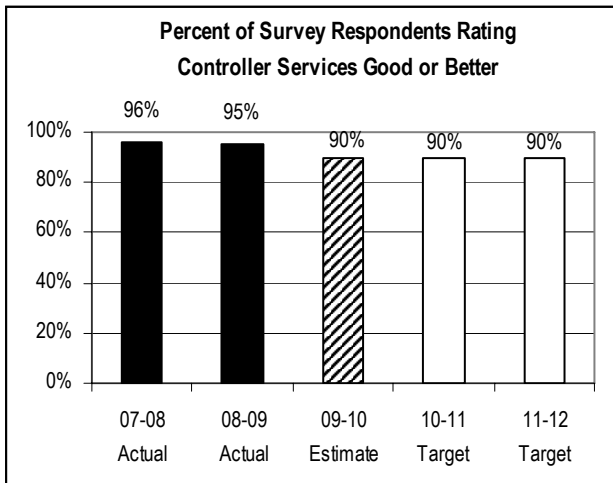
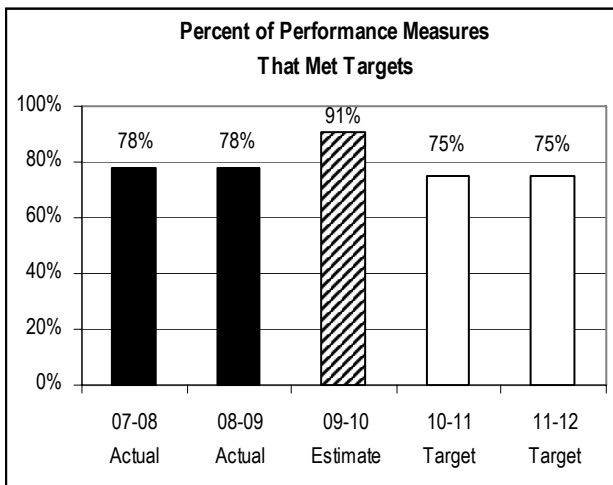
### Services and Accomplishments

The Administration Program primarily contributes to the Shared Vision of a Collaborative Community by 2025 by providing financial services to departments, agencies, special districts, cities and the school districts and citizens. The Administration sets the tone and directs the work of all Controller programs. The Controller's fundamental commitment is to continuously improve service, reduce taxpayer costs, upgrade the technological infrastructure and enhance the quality, presentation and accessibility of financial information.

The following are major accomplishments in the current year:

- Published the award-winning Popular Annual Financial Report (PAFR or *Financial Highlights*) and the *DollarWise* to provide easy public access to financial information about the County to taxpayers, city, and special district finance staff and County management
- Earned 100% positive customer service ratings overall, despite reductions in personnel and increases in the staff workload for those responsible for the management and implementation of complex projects and mandated Controller services
- Managed the annual process for completing the County's OMB A-87 Cost Allocation Plan and Full Cost Allocation Plan
- Managed the annual process for completing the County's SB-90 Cost Reimbursement Claims for unfounded State mandates
- Managed a multidisciplinary fee methodology study involving the Public Safety Communications' dispatch services, Human Resources funding model, and Public Works' rent charges
- Managed the contract for Countywide Financial Audits
- Managed personnel issues and provided administrative support to the Controller's Office
- Prepared the annual budget for the Controller's Office

### Headline Measures



### Program Outcome Statement

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

### Story Behind Performance

Administration Program managers direct the work of the Controller's Office programs, including major projects currently underway. These projects have been undertaken in order to improve services, reduce taxpayer costs, and enhance the quality and presentation of financial information and reporting models. Administration Program staff provide administrative support to all programs in the Controller's Office.

For all the performance measures monitored by the Controller's Office, 91% are anticipated to meet target. This is due to overall strong staff efforts at improvements. The Program has continuously received high customer satisfaction ratings. An overall customer satisfaction rating of 100% is anticipated in the current year.

The Administration Program is responsible for preparing the annual budget for the Controller's Office. The Controller's Office's proposed budget for FY 2010-11 includes \$400,744 in mandatory retirement increases and salary and benefit increases. To help balance this budget and reduce the Office's Net County Cost, there are \$452,469

(or 10%) of proposed expenditure reductions. The elimination of three positions compromises almost half of these reductions. These include a Senior Internal Auditor in the Audit Program, a Fiscal Office Specialist in the General Accounting Program, and an Office Assistant II in the General Accounting Program. The Controller's Office expects the corresponding decrease in the level of services provided to its customers to be minimal. Staff hope to be able to achieve this by reducing non-essential tasks, developing a balanced workload redistribution plan, and increasing efficiencies due to improvements in automation, consolidation and data management.

The anticipated budget reductions for FY 2011-12 are expected to have a significant effect on the level of services the Controller's Office is able to provide. These include a reduction in the number of special projects and audits performed for the Board of Supervisors and County Manager's Office, reduced contract management services for Countywide contracts, and a reduction in the level of fiscal services provided to all departments. Despite this anticipated service level reduction, the Controller's Office will continue to work to ensure the continued delivery of high-quality, timely, and reliable fiscal services to its customers. The risk is great, however, that without adequate staffing and resources material financial errors and misstatements may occur that would have a rippling impact throughout the County and its citizens.

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

- To maintain quality service despite a 10% budget reduction in FY 2010-11 and more severe reductions anticipated in FY 2011-12
- To ensure data integrity and reliability and manage systemic change with limited resources

**Program Objectives**

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

Meet 75% of Performance Targets

- Continue to implement staffing changes in the Controllers' Office to increase County employee training, improve financial services to customers, plan for management succession, reduce risks, and increase effectiveness
- Collaborate and initiate programs, services and policies to maximize County revenues, resources and improve business processes
- Provide project management services on countywide projects

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve communications and public access to San Mateo County financial information by publishing the Popular Annual Financial Report and the *DollarWise*
- Survey customers annually to continue to identify needs, concerns and meet customer requests for service improvements
- Update the Controller's website to make government more accessible to citizens and support operations

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of performance measures monitored for all programs                        | 46                   | 46                   | 46                     | 46                   | 46                   |
| <b>How Well We Do It (Quality / Efficiency)</b>                                  |                      |                      |                        |                      |                      |
| Number of measures where targets were met  | 36                   | 36                   | 42                     | 35                   | 32                   |
| Percent of performance measures where targets were met                           | 78%                  | 78%                  | 91%                    | 75%                  | 75%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                                  |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating Controller Services good or better | 96%                  | 95%                  | 90%                    | 90%                  | 90%                  |

**Administration (1411P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 7.0               | 7.0               | 7.0                | 7.0                    |                   | 7.0                    |
| Funded FTE                | 7.0               | 6.8               | 6.8                | 7.0                    | 0.2               | 7.0                    |
| <b>Total Requirements</b> | 1,593,002         | 1,844,581         | 1,931,659          | 1,913,760              | (17,899)          | 1,713,981              |
| <b>Total Sources</b>      | 532,666           | 659,412           | 610,046            | 566,814                | (43,232)          | 451,541                |
| <b>Net County Cost</b>    | 1,060,336         | 1,185,169         | 1,321,613          | 1,346,946              | 25,333            | 1,262,440              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   | 10,363             | 9,266                  | (1,097)           | 9,266                  |
| Non-Mandated Services     |                   |                   | 1,311,250          | 1,337,680              | 26,430            | 1,253,174              |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$1,346,946 or 70.4%, of which 100% is mandated. This amount includes administration of Controller's Office programs, such as Internal Audit, Payroll Services, Controller Information Systems, General Accounting and Property Tax / Special Accounting Programs.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; contributions to retirement; elimination of one-time Fund Balance; transfer of Fund Balance to Controller Information Systems Fund Balance; the addition of data storage and retrieval costs; decreases in various services charges; elimination of one-time reserves and a transfer to Controller Information Systems Program for computer and printer reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (43,232)        | 57,010         | 0                   | (33,232) | 67,010          | 0         |

### 2. Reductions to Meet Budget Reduction Target

Training, contracts and various other operating costs have been decreased to meet budget target. Outside contracts and training will be reduced, with possible long-term impacts on staff performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (41,677)       | 0                   | 0        | (41,677)        | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (43,232)        | 15,333         | 0                   | (33,232) | 25,333          | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit increases; contributions to retirement; and elimination of one-time Fund Balance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (115,273)       | 13,266         | 0                   | (213,045) | (84,506)        | 0         |

## Internal Audit (1421P)

### Program Locator

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

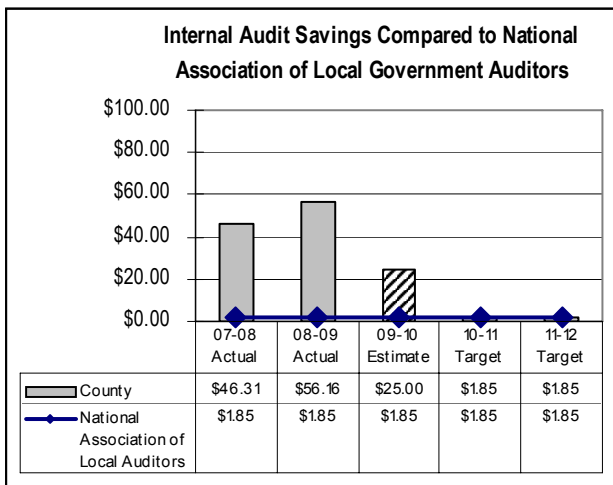
### Services and Accomplishments

The Internal Audit Program primarily contributes to the Shared Vision of a Collaborative Community by 2025 by conducting audits to meet reporting requirements, to reduce risk, and to identify savings, new revenue and / or more efficient ways to do business.

The following are major accomplishments in the current year:

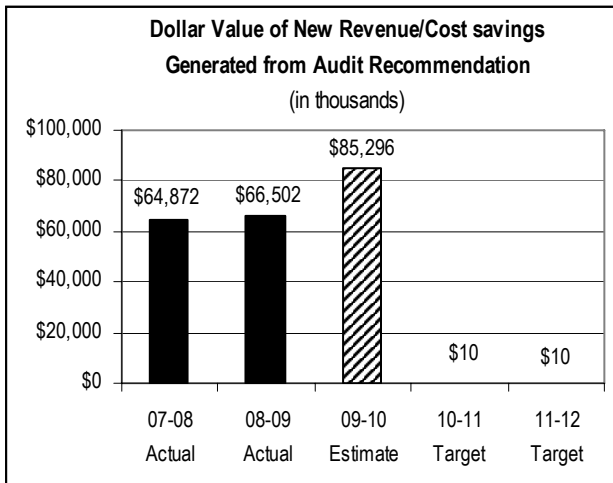
- Generated and / or saved \$120.6 million through revenue enhancements and cost savings from operational audits such as the Education Revenue Augmentation Fund (ERAF) audit, which generated revenue for the County in the amount of \$87.8 million.
- Completed and issued mandatory audits within the statutory and grant contract deadlines even though the Program had significant turnover in financial audit staff during the first half of the fiscal year.

### Headline Measures



### Story Behind Performance

The Internal Audit Program conducts audits to meet reporting requirements, reduce risk, and identify savings, new revenue, and more efficient ways to do business. During the past five years, operational audits have helped departments improve services and processes and increase revenues and cost savings. This year the Internal Audit Program helped the County generate revenue enhancements and cost savings of over \$120.6 million. Virtually all of this was due to the ERAF audit, which alone generated \$87.8 million revenue for the County and \$32.5 million for local taxing agencies. Using a Civil Grand Jury suggested measure (Association of Local Government Auditors), the County is expected to save over \$69.00 for every dollar spent on internal audit. The savings rate is many times the Association of Local Government Auditor's (ALGA) benchmark of \$1.33. This benchmark is from ALGA's 2008 Benchmarking and Best Practices Survey, published in 2009. Approximately 89 audit departments participated in this survey, and responses were grouped to allow comparability among audit departments with similar staffing levels.



### Program Outcome Statement

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

Mandated audits, which include financial statement audits and compliance audits of County programs receiving state and federal grants and local contributions, provide assurance to the state, grantors and other stakeholders that funding terms and conditions are met. The Program audited grants totaling \$20 million. Some of the major financial statement audits include First 5 San Mateo County with \$38 million in assets, the Child Development Program, the San Mateo County Expo Center, and the County's Narcotics Task Force. The Program also coordinates the Single Audit that covers grant expenditures of about \$160 million. The mandated audits help the Program attract qualified professionals interested in earning their Certified Public Accountant license as they can complete the hours necessary for certification. The Program also handles the State's statutory reporting requirements for certain public safety programs, and coordinates and processes the remittance to the state of fines, fees and forfeitures totaling about

\$30 million that are collected by the courts, County departments and other agencies.

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

- To provide ongoing training for staff in order to remain in compliance with professional standards and maintain the ability to perform various types of audits
- To retain qualified auditors by offering competitive salaries in order to build a team that is able to meet the multitude of mandatory audit requirements and audit the diverse processes within the County and, where applicable, provide effective leadership for major reengineering projects

**Program Objectives**

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

Achieve Greater Rate of Savings than the National Benchmark of \$1.33

- Increase use of data analysis tools when conducting audits
- Maintain and improve quality control processes
- Identify and review areas that maximize opportunities for cost savings and / or process improvements
- Assist departments in creating effective internal controls for ARRA grants.

Achieve New Revenue and Cost Savings of at Least \$370,000

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



## Performance Measures Summary Table

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of audits conducted:   |                      |                      |                        |                      |                      |
| - Mandated  | 21                   | 21                   | 20                     | 18                   | 18                   |
| - Discretionary   | 4                    | 2                    | 3                      | 3                    | 3                    |
| - Special projects  | 3                    | 6                    | 6                      | 6                    | 6                    |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Dollar savings per Audit employee   | \$12,499,498         | \$9,708,340          | \$11,000,000           | \$36,500             | \$36,500             |
| Percent of County budget covered by internal controls review (risk reduction) <sup>(1)</sup>  | 35%                  | 14.5%                | 12%                    | 10%                  | 10%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Number of internal audit changes recommended (internal control audits)  | 22                   | 19                   | 23                     | 15                   | 15                   |
| Number of recommended changes that are implemented by departments   | 20                   | 27                   | 10                     | 10                   | 10                   |
| Dollar value of new, one-time revenue enhancements / cost savings (efficiency / effectiveness audits) <sup>(2)</sup>                | \$64,872,392         | \$66,502,127         | \$85,296,000           | \$10,000             | \$10,000             |
| Dollar value of new, ongoing revenue enhancements / cost savings (efficiency / effectiveness audits) <sup>(3)</sup>                 | \$0                  | \$0                  | \$370,000              | \$370,000            | \$370,000            |
| Percent increase in new revenue collection / cost savings expressed as a percentage of Internal Audit Program budget <sup>(4)</sup> | 5,274%               | 5,025%               | 6,433%                 | 40%                  | 40%                  |
| Dollars saved for every dollar spent on internal and operational audits <sup>(5)</sup>  |                      |                      |                        |                      |                      |
| - County  | \$56.16              | \$53.43              | \$67.00                | \$1.33               | \$1.33               |
| - National Association of Local Government Auditor's Benchmark  | \$1.85               | \$1.85               | \$1.33                 | \$1.33               | \$1.33               |

<sup>(1)</sup> Each year the Program will strive to review internal controls over processes that cover 10% of the County budget. Wherever possible, priority will be given to processes with significant opportunities for improvement or high risk of errors or irregularities.

<sup>(2)</sup> Figures for FY 2007-08 through FY 2008-09 include ERAF revenue.

<sup>(3)</sup> No major operational audits that result in new ongoing revenue were completed during FY 2007-08 due to staff shortage. After increase in staff salaries following the completion of a salary survey / study, the Program was able to hire operational auditors during the second half of FY 2008-09. These auditors have undertaken major operational audits and reviews. Revenue enhancements and cost savings from these audits and reviews will be known once they are completed.

(4) The new revenue enhancements / cost savings targets for FY 2010-11 and FY 2011-12 are estimated at 40% of Internal Audit Program budget and will be adjusted as audits are undertaken and result in recommendations relating to revenue enhancement / cost savings that could be implemented in those fiscal years.

(5) The County targets for FY 2010-11 and FY 2011-12 are based on current data from the Benchmarking and Best Practices Survey of the Association of Local Government Auditors. Adjustments will be made as updated data becomes available.

## Internal Audit (1421P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 10.0              | 10.0              | 10.0               | 9.0                    | (1.0)             | 9.0                    |
| Funded FTE                | 9.5               | 9.5               | 9.5                | 9.0                    | (0.5)             | 9.0                    |
| <b>Total Requirements</b> | 918,318           | 1,107,511         | 1,408,837          | 1,405,550              | (3,287)           | 1,441,318              |
| <b>Total Sources</b>      | 112,174           | 99,909            | 83,000             | 108,287                | 25,287            | 108,287                |
| <b>Net County Cost</b>    | 806,144           | 1,007,602         | 1,325,837          | 1,297,263              | (28,574)          | 1,333,031              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| <b>A-87 Cost Plan</b>     |                   |                   | 40,877             | 161,379                | 120,502           | 161,379                |
| <b>Mandated Services</b>  |                   |                   | 1,284,960          | 1,135,884              | (149,076)         | 1,171,652              |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$1,297,263 or 92.3%, of which 100% is mandated.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and contributions to retirement.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 84,292         | 0                   | 0        | 84,292          | 0         |

#### 2. Reductions to Meet Budget Target

One vacant Senior Auditor position has been deleted due to budget cuts. This change will decrease the Internal Audit Program's capacity to perform internal audits. Other operating costs have been reduced to meet budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (77,636)       | 0                   | 0        | (77,636)        | (1)       |

**3. Increases in Audit Fees**

Revenues have been increased and reimbursement through Intrafund Transfers have been increased resulting from additional audits, including the Pharmacy, Property Tax AB 1389, and the Mirada Surf Coastal Trail.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 25,287          | 0              | (9,943)             | 0        | (35,230)        | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 25,287          | 6,656          | (9,943)             | 0        | (28,574)        | (1)       |

**FY 2011–12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit increases; contributions to retirement and retiree health contributions; and increases in audit fees.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 35,768         | 0                   | 0        | 35,768          | 0         |

## Payroll Services (1431P)

### Program Locator

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

employees are paid correctly and Federal, State and County time recording and statutory payroll related requirements are met.

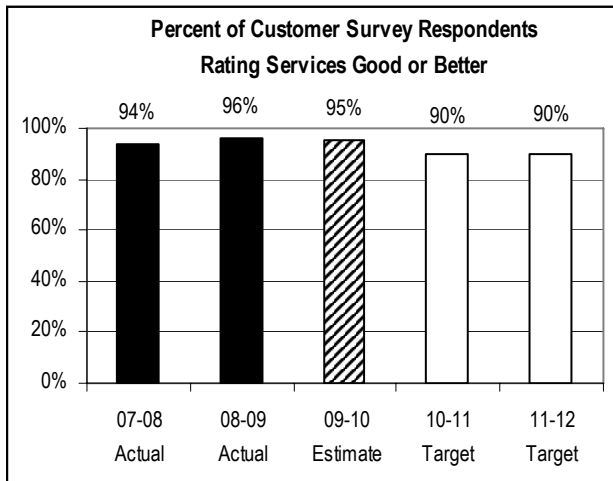
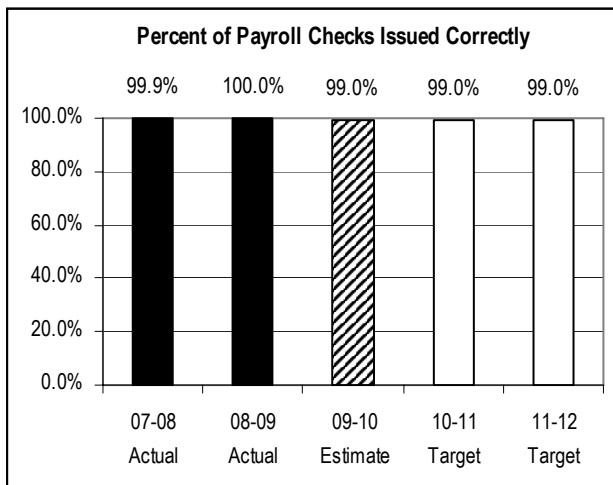
### Services and Accomplishments

The Payroll Services Program primarily contributes to the Shared Vision of a Collaborative Community by 2025 by processing payroll transactions for all County departments, the Courts and many special districts.

The following are major accomplishments in the current year:

- In cooperation with Information Services Department (ISD) and Human Resources (HR), completed design, development, testing and implementation to distribute payroll advices electronically.
- Work with ISD and HR to allow access to all County, Courts and Special Districts employees to view and print their electronic advices which contain enhanced information on the County's financial contribution to each employee's benefits.
- In cooperation with ISD, completed Electronic Interfaces Upgrade Project to improve stability and upgrade capabilities of interfaces to and from PIPS
- In cooperation with ISD and HR, migrated the PIPS system off of the County's mainframe to a hosted environment.
- In cooperation with ISD and HR, implement the Cypress system, which will allow for electronic access to payroll / personnel reports
- Worked to increase participation in direct deposit to 98%, exceeding the national average of 71%
- Earned 100% good or better customer satisfaction ratings

### Headline Measures



### Story Behind Performance

The Payroll Program continues to process payroll transactions for the County with extreme accuracy. The Program keeps the payroll system functioning and ensures that the County is in compliance with current laws and regulations.

In cooperation with ISD and HR, the Payroll Program has completed implementation of E-Advice which gave the capability to provide electronic means to access current and historical payroll advices, thus, eliminating the need to print, sort and hand-deliver biweekly payroll advices to employees.

The number of transactions processed electronically increased by over 100% due to implementation of ATKS Phase 2A. The electronic time keeping system is now used by all County employees. This is a significant change in how payroll is processed and results in increased accuracy and accountability for employee time submitted. It also allows Payroll Coordinators in departments to focus on more complex human resource and payroll issues, which will ensure increased compliance with laws and regulations by employees.

### Program Outcome Statement

The Payroll Services Program provides critical system processes for the Automated Time Keeping System (ATKS) and timely and accurate preparation, distribution and reporting of payroll to County departments and special districts. Payroll Services ensures that

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

- To increase employee use of direct deposits to 100%
- To implement, in cooperation with ISD, Phase 2B of ATKS system, which includes advanced work scheduling features
- To implement, in cooperation with ISD and HR, a major upgrade to PIPS
- To analyze Payroll Program business processes, develop improvement ideas, and implement process improvement changes
- To balance current workload by continuing to cross-train all program staff

**Program Objectives**

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

Achieve an Overall Customer Satisfaction Rating of at Least 90%

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

Maintain 100% of Payroll Checks Issued Correctly

- Actively participate in the maintenance of Phase 2A of the ATKS system, which will help optimize work schedules, especially in 24/7 operations, to minimize overtime costs and improve balancing of workloads

Achieve 100% Direct Deposit Participation

- Work with HR to enroll all employees in the direct deposit program to eliminate the need to print, sort and hand-deliver biweekly payroll checks

Distribute Electronic Payroll Advices

- Work to provide electronic means to access current and historical payroll advices from home, thus eliminating the need to print and mail bi-weekly advices to Special Districts and employees on leave.

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of departmental payroll adjustments processed each pay period         | 1,649                | 1,469                | 1,350                  | 1,350                | 1,350                |
| Number of department payroll adjustments requiring correction per pay period | 412                  | 367                  | 350                    | 350                  | 350                  |
| Number of timecard transaction lines processed each pay period               | 30,401               | 32,860               | 35,500                 | 32,000               | 32,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>                              |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better        | 94%                  | 96%                  | 95%                    | 90%                  | 90%                  |
| Percent of timecard transactions processed electronically <sup>(1)</sup>     | 62%                  | 100%                 | 100%                   | 100%                 | 100%                 |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                              |                      |                      |                        |                      |                      |
| Number and percent of payroll checks issued correctly                        | 170,806 /<br>99.9%   | 169,855 /<br>100%    | 169,000 /<br>99.0%     | 152,656 /<br>99.0%   | 148,000 /<br>99.0%   |

<sup>(1)</sup> The percentage is based on electronic interfaces received from Information Services Department and the Department of Public Works for their stand-alone time-entry software.

### **Payroll Services (1431P) Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 6.0               | 6.0               | 6.0                | 6.0                    |                   | 6.0                    |
| <b>Funded FTE</b>         | 6.0               | 5.9               | 5.9                | 6.0                    | 0.1               | 6.0                    |
| <b>Total Requirements</b> | 1,158,007         | 2,265,661         | 2,241,761          | 2,277,376              | 35,615            | 2,291,143              |
| <b>Total Sources</b>      |                   | 1,865             | 5,320              | 5,850                  | 530               | 5,850                  |
| <b>Net County Cost</b>    | 1,158,007         | 2,263,796         | 2,236,441          | 2,271,526              | 35,085            | 2,285,293              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| <b>A-87 Cost Plan</b>     |                   |                   | 540,120            | 883,507                | 343,387           | 883,507                |
| <b>Mandated Services</b>  |                   |                   | 1,696,321          | 1,388,019              | (308,302)         | 1,401,786              |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$2,271,526 or 99.7%, of which 100% is mandated.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and contributions to retirement; elimination of one-time PIPS project; and adjustments to revenues based on current year trends and forecasts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 530             | (598,465)      | 640,000             | 0        | 41,005          | 0         |

### 2. Reductions to Meet Budget Target

Training and various other operating costs have been decreased to meet budget target. Training will be reduced, with possible long-term impacts on staff performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (5,920)        | 0                   | 0        | (5,920)         | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 530             | (604,385)      | 640,000             | 0        | 35,085          | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit contributions to retirement.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 13,767         | 0                   | 0        | 13,767          | 0         |

## Controller Information Systems (1432P)

### Program Locator

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

managerial support to resolve complex technical problems and enhance management information tools.

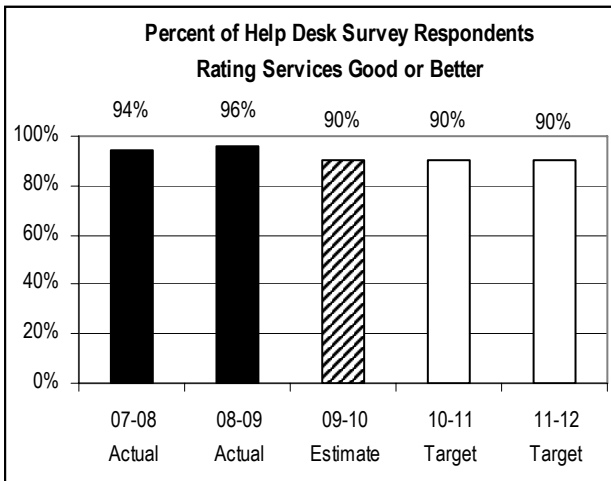
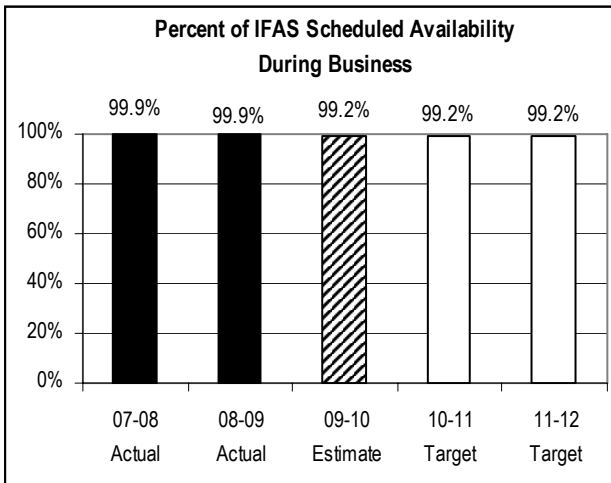
### Services and Accomplishments

The Controller Information Systems Program primarily contributes to the Shared Vision of a Collaborative Community by 2025 by managing the County's financial accounting software (IFAS) including providing ongoing maintenance, training, technical support, as well as the installation and testing of new product releases and upgrades. The Program provides project management for the preparation of the County's Comprehensive Annual Financial Report (CAFR) and continues to be an integral part of most major projects undertaken in the Controller's Office. Other services include creating custom reports for users, creating annual 1099 and W-2 documents, working with departments to implement electronic interfaces, managing the IFAS vendor database, fixing daily system errors and out-of-balance situations, and staffing a Help Desk to provide expert accounting and system consulting services to the over 425 person user community.

The following are major accomplishments in the current year:

- Implemented IFAS costs savings through vendor hosted (ASP) model
- Implemented Grants Management module for ARRA grants
- Trained new CIS manager
- Developed and presented instructor based training for major IFAS modules
- Received 96% good or better customer satisfaction ratings
- Tested and began implementation of ACH (e-payments) to vendors

### Headline Measures



### Story Behind Performance

The Board's approval of an additional staff person in FY 2007-08 has allowed the Program to develop and present classroom based training for IFAS, and to improve IFAS Help Desk customer satisfaction. Feedback from these trainings has been extremely positive and some departments have now made this training mandatory for their fiscal employees. Trainees said that after taking IFAS classes, they have learned how to use IFAS more efficiently, which allows them to complete tasks faster.

The CIS Program continues to provide an excellent level of financial system availability to the County's fiscal personnel (99.6%). Confidence in system availability allows the County's financial transactions to be processed timely by the system's large user community (over 425 users). Most impressively, the County financial system's reliability is accomplished, in conjunction with ISD and the system's vendor at a cost lower than most other counties.

The Controller's Office has implemented the HelpSpot, an inexpensive, web-based help desk management application that is used to track inquiries from IFAS users. HelpSpot allows the Program to: provide faster customer service by automatically routing

### Program Outcome Statement

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



inquiries to the correct support staff; provide IFAS users a way to track the progress on their inquiries; and identify training and documentation needs by observing trends in inquiries. The implementation of the HelpSpot has improved the Program's ability to respond quickly and accurately to user requests for IFAS assistance.

The CIS Program plans to complete implementation of the Grants Management module so it can be used for all grants in addition to ARRA grants. This module will address Grand Jury Auditor findings related to the County's Single Audit report and reduce the risk of the loss of significant Federal and State funds to the County arising out of the current Single Audit findings. In addition, departments have expressed interest in IFAS-integrated functionality for inventory management and online purchasing. Preliminary review indicates that there are IFAS products that would meet these needs.

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

- To ensure a high level of system availability and rapid response to customer needs with the loss of a key system manager due to retirement
- To implement major IFAS release 7.9
- To implement IFAS functionality for currently licensed modules including Fixed Assets, Documents Online, and Dashboard
- To finalize implementation of IFAS ability to wire disbursements to vendors (ACH / EFT), coordinating with the Treasurer's Office
- To assist departments with their electronic financial data needs to use in department-specific systems
- To implement process improvements related to IFAS activities by working with Controller's General Accounting and Accounts Payable personnel and departmental personnel
- To manage complex projects with limited staffing
- To provide adequate training with the reduction of the CIS Management Analyst III position which has developed and provided IFAS classroom training

**Program Objectives**

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

Maintain 99.2% Availability of the IFAS System

- Schedule maintenance upgrades at convenient times to maximize business day availability for fiscal personnel
- Continue the Help Desk support for the IFAS user community

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide updated training materials for IFAS products and new processes
- Present on-site training to users on new products and processes

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of IFAS users trained <sup>(1)</sup>  | 171                  | 188                  | 140                    | 140                  | 140                  |
| Number of Help Desk calls  | 2,005                | 1,309                | 4,000                  | 2,300                | 2,300                |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of trainees rating training as good or better <sup>(1)</sup>                     | 94%                  | 99%                  | 90%                    | 90%                  | 90%                  |
| Percent of Help Desk customer survey respondents rating services provided good or better | 94%                  | 96%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Number of business hours IFAS is available   | 2,998                | 3,010                | 3,011                  | 2,988                | 2,988                |
| Percent IFAS scheduled availability during business hours                                | 99.9%                | 99.9%                | 99.2%                  | 99.2%                | 99.2%                |

<sup>(1)</sup> IFAS training began in FY 2007-08 with the addition of a new Management Analyst position.

### **Controller Information Systems (1432P) Resource Allocation Summary**

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>     | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |
| <b>Funded FTE</b>            | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |
| <b>Total Requirements</b>    | 681,912           | 504,397           | 772,546            | 844,436                | 71,890            | 853,612                |
| <b>Total Sources</b>         |                   |                   | 45,997             | 75,997                 | 30,000            | 75,997                 |
| <b>Net County Cost</b>       | 681,912           | 504,397           | 726,549            | 768,439                | 41,890            | 777,615                |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>Non-Mandated Services</b> |                   |                   | 726,549            | 768,439                | 41,890            | 777,615                |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$768,439 or 91.0%, of which 100% is mandated. This amount represents administration of the County financial system function.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; contributions to retirement; adjustment and transfer of Fund Balance and Reserves from Administration Program for computer and printer Reserves; elimination of one-time IFAS Grants and Contracts project.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 30,000          | (119,207)      | 175,000             | 20,000   | 45,793          | 0         |

### 2. Reductions to Meet Budget Target

Various operating costs have been decreased to meet budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (3,903)        | 0                   | 0        | (3,903)         | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 30,000          | (123,110)      | 175,000             | 20,000   | 41,890          | 0         |

## FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefits increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 9,176          | 0                   | 0        | 9,176           | 0         |

## General Accounting (1441P)

### Program Locator

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

Financial Report (CAFR) to ensure the financial information needs of the County are met in an accurate and timely manner.

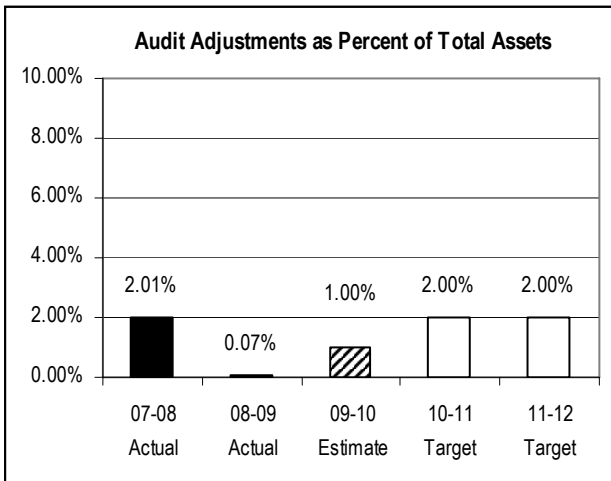
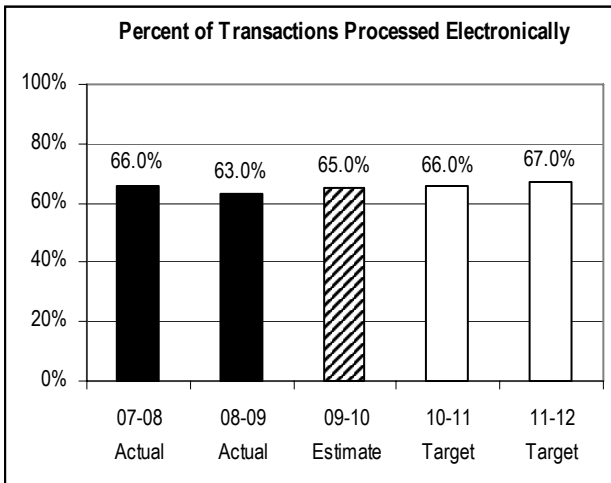
### Services and Accomplishments

The General Accounting Program primarily contributes to the Shared Vision of a Collaborative Community by 2025 by establishing accounting policies and procedures of the County, providing key points of internal control for all fiscal transactions of the County, helping to manage the fiscal processes of customer operations, and reporting financial information to the public. The Program performs processes related to the County's accounting system that are key attributes for internal financial controls. These processes include, but are not limited to, review and posting of all journal entries, contract encumbrance processing, accounts payable for invoices in excess of \$2,000 and management and processing of County accounting processes and transactions. This includes preparation of the County's audited CAFR and Popular Annual Financial Report (PAFR), associated work with the County's external auditors, preparation of the A-87 plan, preparation of the Joint Powers Financing Authority's financial statements, and coordination and management of the annual SB-90 claims for reimbursement from the State for unfunded mandates. Additionally, this Program provides expert accounting advice to all County departments and other entities that utilize the County's accounting system.

The following are major accomplishments in the current year:

- Produced the County's audited CAFR and PAFR
- Continued to efficiently process month-end closings and annual year-end closing with limited staff resources
- Received 86% good or better customer satisfaction ratings
- Produced 1099s for all applicable County vendors
- Began a complete divisional process review to ensure adequate process documentation and backup as well as reducing effort and carbon footprint
- Moved \$954,000 of unclaimed monies into the General Fund

### Headline Measures



### Program Outcome Statement

The General Accounting Program provides key points of internal accounting control for all fiscal processes at the County, helps manage the fiscal processes of customer operations, reviews and reports financial information to County departments, other agencies, vendors, and the public, and prepares the Comprehensive Annual

### Story Behind Performance

The Program continues to be a significant part of the team that produces the County's award-winning audited CAFR and PAFR. Additionally, the Program provides accounting advice to all County departments and agencies on complex accounting questions, Appropriation Transfer Requests (ATRs), and processes contract encumbrances and associated change requests. The Program also approves all expenditures of \$2,000 or greater, prepares and distributes all expenditure payments, fulfills mandated reporting requirements and approves all journal entries. The transaction reviews performed by the General Accounting Division are a key internal accounting control point that ensures the County's financial transactions are accurate, timely and properly accounted for.

The electronic processing of transactions continues to be a high priority for the Program. The General Accounting Program is

continually striving to increase the number of transactions (payments, journal entries, deposits) that can be processed electronically. The implementation of IFAS 7i enhancement has helped increase the percent of transactions processed electronically. IFAS 7i will allow for electronic payment of invoices through eCommerce and offer other eServices when funding is made available to implement these processes.

The Program continues to recognize efficiencies by outsourcing some processes. These changes have resulted in standardized and replicable procedures (e.g., the A-87 cost allocation report, used for claiming general administrative County costs from external funding entities, now ties to the County's general ledger system) and countywide cost savings (e.g., the increased accuracy of this report has allowed for more costs to be claimed by claiming agencies).

The Program receives a clean opinion and the Certificate of Achievement of Excellence in Financial Report on the CAFR. In an effort to reduce the number of adjustments found in an audit, the Program increases preventive controls over significant financial transactions recorded in the County's accounting system. The Program also works closely with fiscal staff to assure that financial activities are properly captured and reported in the CAFR.

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

- To perform the key internal control of transaction reviews while the number of transactions increases and the number of positions decreases.
- To provide leadership and assistance in testing, documenting and implementing new automated processes available with the new accounting system, IFAS 7i 7.9
- To provide training to new fiscal employees countywide about processing major transaction types such as accounts payable, purchase orders, journal entries, and appropriation transfer requests
- To continue to produce an award winning and timely CAFR and PAFR while ensuring that the service needs of customers are met in a professional and timely manner
- To implement additional processes with the goal of reducing County costs and giving departments the responsibility they desire for their financial transactions while ensuring that basic internal accounting controls are maintained at an appropriate level

**Program Objectives**

The General Accounting Program will work to meet performance targets by doing the following:

Electronically Process 65% of Transactions

- Work with Controller's Information Systems to ensure implementation of eGovernment functionality with the upgraded IFAS 7i 7.9
- Assist in developing Automated Clearing House (ACH) vendor payment procedures using upgraded IFAS 7i 7.9 for eCommerce
- Achieve 2% or Less in Audit Adjustments as Percent of Total Assets

- Produce the CAFR and PAFR so that the information is timely and useful to users
- Provide accurate, timely and helpful financial reports
- Minimize audit adjustments by improving internal work processes
- Develop enhancements to the encumbrance process
- Develop new processes required by IFAS 7i 7.9 System upgrades

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of transactions processed   | 2,096,162            | 2,236,685            | 2,150,000              | 2,000,000            | 2,000,000            |
| Number of transactions submitted to the Controller's Office electronically             | 1,382,209            | 1,416,164            | 1,350,000              | 1,300,000            | 1,300,000            |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of transactions processed electronically (payments, journal entries, deposits) | 66.0%                | 63.0%                | 65.0%                  | 66.0%                | 67.0%                |
| Audit adjustments as percent of total assets (1)                                       | 2.01%                | 0.07%                | 1.00%                  | 2.00%                | 2.00%                |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Number of monthly closings performed on time   | 10                   | 12                   | 12                     | 12                   | 12                   |
| Number of process improvements implemented   | 2                    | 6                    | 2                      | 2                    | 2                    |
| CAFR issued with unqualified opinion and GFOA award of excellence                      | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |

(1) This is a new measure added in FY 2009-10 to calculate audit adjustments as a percentage of total assets per government-wide statement of net assets.

**General Accounting (1441P)  
Resource Allocation Summary**

|                              | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>     | 8.0               | 9.0               | 9.0                | 8.0                    | (1.0)             | 8.0                    |
| <b>Funded FTE</b>            | 7.5               | 8.5               | 8.5                | 8.0                    | (0.5)             | 8.0                    |
| <b>Total Requirements</b>    | 690,941           | 838,934           | 924,224            | 999,080                | 74,856            | 1,019,842              |
| <b>Total Sources</b>         | 81,829            | 77,656            | 71,473             | 96,828                 | 25,355            | 96,828                 |
| <b>Net County Cost</b>       | 609,113           | 761,279           | 852,751            | 902,252                | 49,501            | 923,014                |
| <b>NCC Breakdown</b>         |                   |                   |                    |                        |                   |                        |
| <b>A-87 Cost Plan</b>        |                   |                   | 502,002            | 539,545                | 37,543            | 539,545                |
| <b>Non-Mandated Services</b> |                   |                   | 350,749            | 362,707                | 11,958            | 383,469                |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$902,252 or 90.3%, of which 100% is mandated. This amount represents support of County fiscal service functions.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and contributions to retirement; increases in ISD Automation charges; and adjustments to revenues based on current year trends and forecasts. One Lead Fiscal Office Assistant position was transferred from the Property Tax / Special Accounting Program to the General Accounting Program during the FY 2009-10 position reconciliation process to better align with program workloads.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 25,355          | 203,837        | 0                   | 0        | 178,482         | 1         |

#### 2. Reductions to Meet Budget Target

One vacant Fiscal Office Specialist position and one vacant Office Assistant II position have been deleted due to budget cuts. Work has been re-allocated among remaining staff in the General Accounting Program and the Administration Program. Various operating costs have been decreased to meet budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (128,981)      | 0                   | 0        | (128,981)       | (2)       |

#### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 25,355          | 74,856         | 0                   | 0        | 49,501          | (1)       |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit increases.

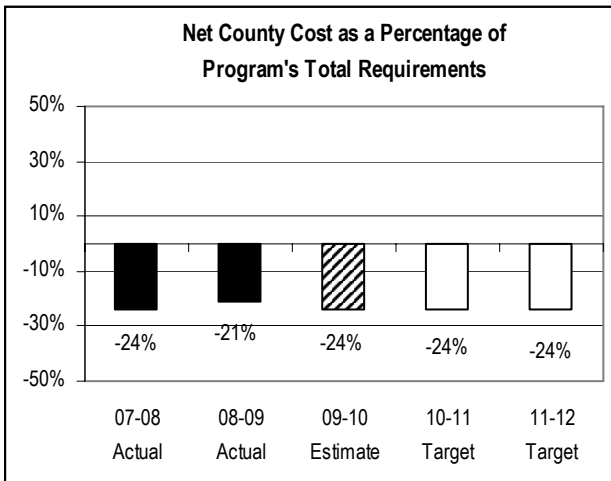
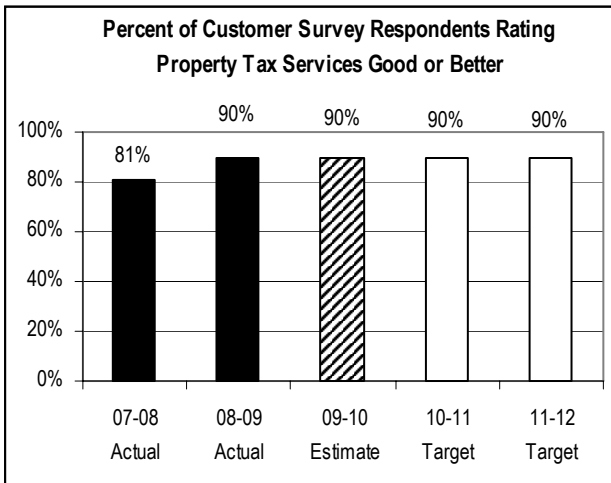
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 20,762         | 0                   | 0        | 20,762          | 0         |

## Property Tax / Special Accounting (1461P)

### Program Locator

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

### Headline Measures



### Program Outcome Statement

The Property Tax and Special Accounting Services Program apportions and distributes property tax revenue, prepares tax refunds, maintains documentation for property tax apportionment, reconciles all of the County's bank accounts and provides accounting / budget monitoring for special districts to ensure the

County, cities, school and special districts, and the public receive accurate tax allocations and refunds.

### Services and Accomplishments

The Property Tax and Special Accounting Services Program primarily contributes to the Shared Vision of a Collaborative Community by 2025 by apportioning and distributing property tax revenue to the State, County, cities, school districts and special districts on time. It also provides accounting / budget monitoring services for special districts.

The following are major accomplishments in the current year:

- Accurately apportioned approximately \$1.5 billion in property tax to local taxing entities
- Automated current secured apportionment process.
- Automated the AB8 factor development process used in all apportionments
- Automated the Redevelopment Agency (RDA) apportionment process.
- Automated remittance advice to taxing entities
- Developed the "Money in Trust System" to facilitates handling of tax credits.
- Worked with the Tax Collector IT staff to rewrite the supplemental tax system
- Published "Property Tax Highlights," a user-friendly publication for the benefit of taxing entities and taxpayers

### Story Behind Performance

The Property Tax and Special Accounting Services Program apportions property tax revenue to the State, County, cities, school districts and special districts on time and with 100% accuracy. All tax rolls (Secured, Unsecured and Supplemental) were extended and delivered to the Tax Collector, allowing property tax bills to be sent out in a timely manner. Staff has been working with the Assessor's Office to automate the property tax roll change process. Approximately 11,000 paper requests for roll changes are received annually and processed by the Controller's staff. Automation of this process should result in labor savings in both offices and improve the accuracy and timeliness of property tax bills.

In an effort to improve services, the Property Tax and Special Accounting Program will continue to work on Phase II of the Roll Extension Project, the automation of the property tax apportionment process. This project will enable the Controller's Office to electronically distribute apportionment reports and payments and meet a long-standing request from cities and special districts. Tax apportionment information will be posted on the internet, saving all parties time and money.

Program management continues to be actively involved in the San Mateo County Finance Officers Group (SAMFOG) to help them better understand the property tax processes, the Education



Revenue Augmentation Fund (ERAF) refund, the state's funding proposals, large property tax refunds that occurred last year and the fiscal implications that these events have had or will have on their respective agencies. Program staff collaborate with the Internal Audit Division, the County Manager's Office, the County Counsel, the schools, the Community Colleges and various departments of the State to interpret, apply and manage changes in property tax relating to education financing. This contributes to the fiscal stability of the County and encourages cooperative local government efforts.

The Program publishes the "Property Tax Highlights" annually. This publication is designed to assist the community in understanding property tax issues. It became apparent from the increasing number of questions from taxpayers and taxing entities alike, that a publication such as the "Property Tax Highlights" was necessary to improve the understanding of the property tax process by all concerned. Taxpayers could better understand where their tax dollars go and how that is determined. The taxing agencies could better understand and be able to project their property tax revenue. The "Property Tax Highlights" is produced to achieve these objectives. The feedback to date has been very positive.

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

- To manage baseline performance while planning, testing, implementing, and evaluating automation processes
- To utilize existing resources to enhance property tax processes
- To hire and train the replacement of a senior staff member in charge of tax apportionments
- To manage changes in the law
- To manage automation projects with reduced information technology resources in the Tax Collector's Office.

**Program Objectives**

The Property Tax and Special Accounting Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Work with the current and new Assessor and the Treasurer Tax Collector to ensure cost effectiveness of property tax processes and improve services to customers
- Manage the transition to the Offices of the newly-elected Treasurer / Tax Collector and Assessor
- Reduce the data entry activity associated with the Property Tax roll changes, and increase the amount of auditing and analysis of the Property Tax roll change system
- Complete automation of the tax apportionment process (Phase II)
- Run parallel tests of the newly developed systems, parts of which reside in the Tax Collector's AS / 400 Property Tax systems and Assessor's system to ensure data and process integrity and reliability
- Make tax apportionment information available in electronic formats
- Work with the Assessor and the Tax Collector to rewrite the supplemental tax system

- Continue to be responsive to requests for information by taxpayers

Maintain a Zero Net County Cost Program

- Protect and enhance property tax revenue for the cities, special districts, and the County
- Work with SAMFOG to identify and analyze the financial impact of significant property tax events
- Monitor, implement, and advocate property tax legislative changes on behalf of the County, cities, and special districts
- Continue to be responsive to requests for information by County, cities and special district management

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of tax roll changes and refunds processed  | 22,711               | 32,747               | 35,000                 | <11,000              | <11,000              |
| Number of tax apportionments made   | 210                  | 210                  | 210                    | 210                  | 210                  |
| Number of Special District transactions processed electronically (data development) <sup>(1)</sup>  | ---                  | ---                  | 50                     | 50                   | 50                   |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating Property Tax services good or better                  | 81%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Percent of Property Tax transactions processed electronically (data development) <sup>(1)</sup>     | ---                  | ---                  | ---                    | 100%                 | 100%                 |
| Percent of Special District transactions processed electronically (data development) <sup>(1)</sup> | ---                  | ---                  | ---                    | 100%                 | 100%                 |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                      |                      |                        |                      |                      |
| Percent of refunds issued correctly   | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| Net County Cost as a percentage of Program's Total Requirements                                     | -24.0%               | -21.1%               | -24.0%                 | -24.0%               | -24.0%               |

<sup>(1)</sup> Data availability for these measures depends on when IFAS is capable of performing electronic transfers for property tax.

**Property Tax / Special Accounting (1461P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>Salary Resolution</b>  | 8.0               | 8.0               | 8.0                | 7.0                    | (1.0)             | 7.0                    |
| <b>Funded FTE</b>         | 8.0               | 7.9               | 7.9                | 7.0                    | (0.9)             | 7.0                    |
| <b>Total Requirements</b> | 1,415,124         | 1,407,515         | 1,318,487          | 1,294,402              | (24,085)          | 1,299,435              |
| <b>Total Sources</b>      | 1,664,410         | 1,615,912         | 1,650,871          | 1,813,938              | 163,067           | 1,813,938              |
| <b>Net County Cost</b>    | (249,286)         | (208,397)         | (332,384)          | (519,536)              | (187,152)         | (514,503)              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| <b>Mandated Services</b>  |                   |                   | (332,384)          | (519,536)              | (187,152)         | (514,503)              |

### Discretionary Net County Cost

This program has a negative Net County Cost of \$519,536. Revenues received from Tax/Assessment Fees exceed direct operation costs and are used to offset overhead budgeted in other programs.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; contributions to retirement; and elimination of one-time Assessment Appeals project. One filled Lead Fiscal Office Assistant position has been transferred to the General Accounting Program due to changing work demands. There is no impact on performance due to this transfer.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (45,030)       | 0                   | 17,000   | (28,030)        | (1)       |

#### 2. Property Tax Revenues

Revenues have been increased, primarily due to an increase in the Supplemental Property Tax 5% Administration Fee revenue, based on current year trends and forecasts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 163,067         | 0              | 4,100               | 0        | (158,967)       | 0         |

#### 3. Reductions to Meet Budget Target

Training and other operating costs have been decreased to meet budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (155)          | 0                   | 0        | (155)           | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 163,067         | (45,185)       | 4,100               | 17,000   | (187,152)       | (1)       |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

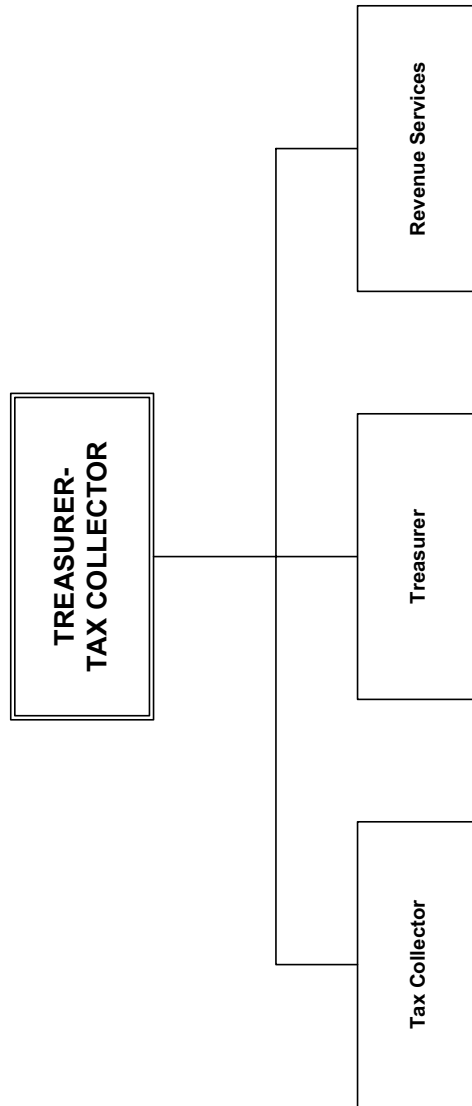
#### 4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 5,033          | 0                   | 0        | 5,033           | 0         |

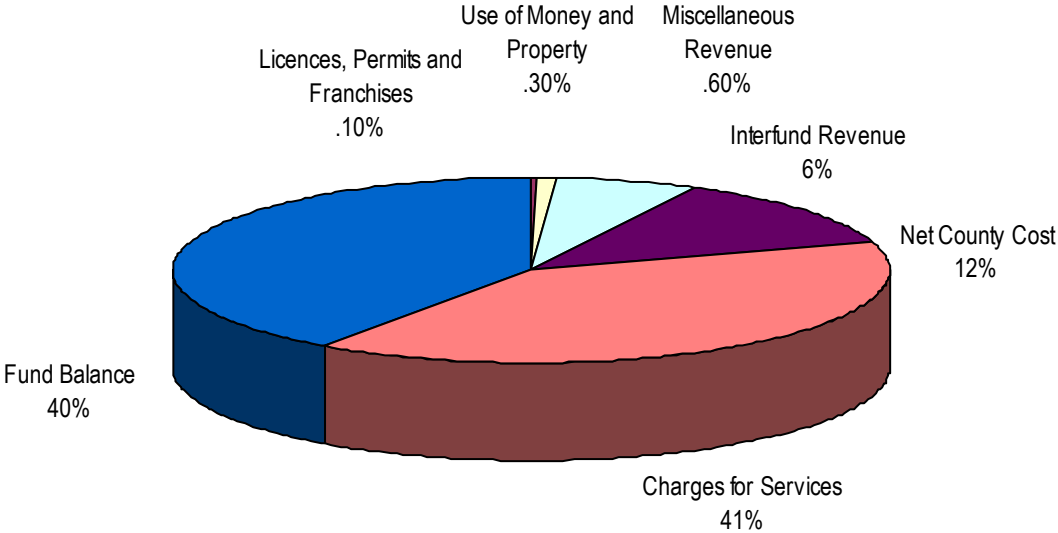
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**TREASURER-TAX COLLECTOR**

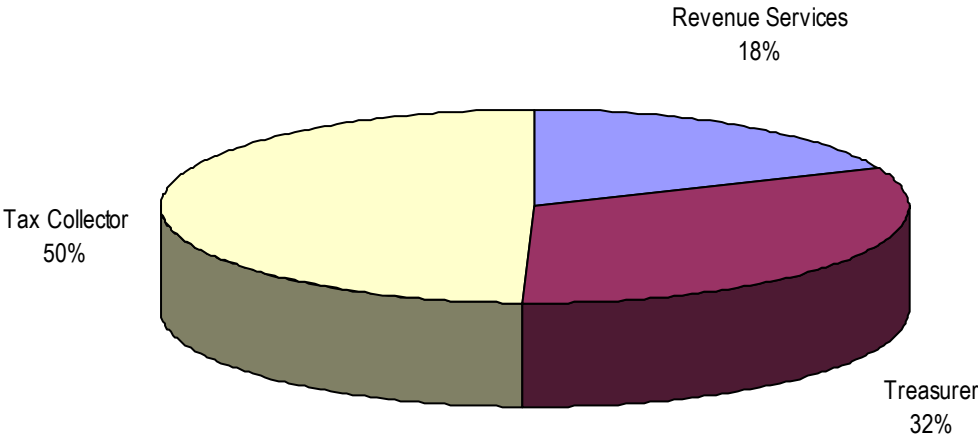


# Treasurer - Tax Collector

### FY 2010-11 Recommended Sources



### FY 2010-11 Recommended Requirements



**Department Locator**

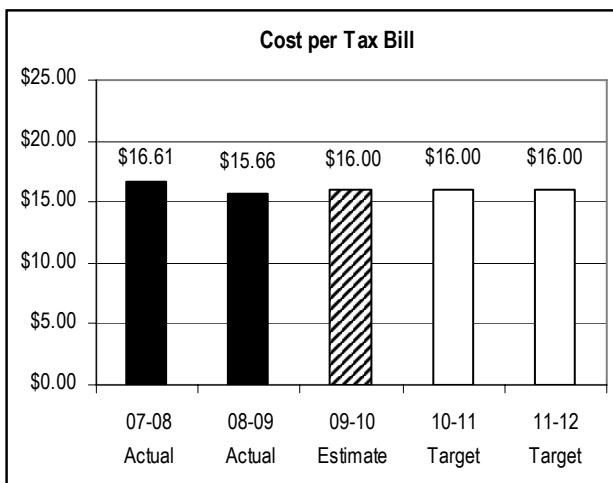
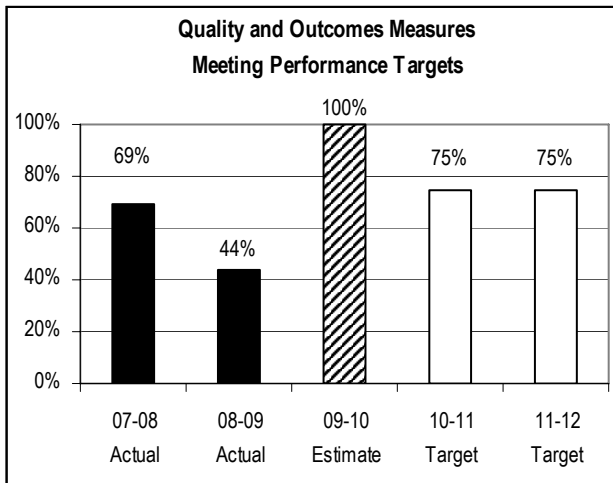
County

- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Assessor-County Clerk-Recorder
- Controller's Office

▷ **Treasurer-Tax Collector**

- Retirement (SamCERA)
- County Counsel
- Information Services Department
- Grand Jury
- Non-Departmental Services
- Contingencies
- Debt Service Fund

**Department Measures**



**Department Mission Statement**

The Treasurer-Tax Collector manages and protects the County's financial assets and ensures the greatest return on County funds through the efficient collection of property taxes, professional administration of the County treasury and support to County departments in their effort to recover revenues due to the County.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**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

• **Keeping the Taxpayer and County Departments Informed**

Redesigned all property tax bills to accommodate tax-related flash messaging for targeted property and business owners such as advising property owners of the Homeowners Exemption program, the School Parcel Tax Exemption for Seniors and the link for online payments. Phone numbers have been added next to special charges on the property tax bill so that taxpayers are able to contact the districts levying the charges with any questions concerning amounts to be paid. Utilized the space on the back of the bill to print generic information thus eliminating tax bill inserts.

Developed an e-document process that allows all departments to view daily, weekly, and monthly account information online. Updated additional collection notices with both English and Spanish translation to assist debtors with information on outstanding monies owed the County. All letters provide online payment link information. Continue to partner with the Courts, the County Manager's Office, and the Controller's Office in the implementation process that allows the County to recoup a portion of the cost related to Court Ordered Debts. Developed the Treasurer website to provide access and transparency to the public. The site provides information on investment policies, agendas, meeting minutes for the San Mateo County Investment Advisory Committee, press releases and investment reports.

• **Improving Tax Payment Systems and Options**

Created the option for taxpayers to pay by check in either the Tax Collector or Treasurer's office. Provided and promoted electronic payment options accelerating bank deposits and reducing the processing cost per transaction. Provided parcel map images on the Internet and Intranet to correspond to the tax bill parcel number. Installed a new Interactive Voice Response (IVR) system that provides voice activated or touchtone options accepting payments by credit card or e-check on all four tax rolls. Improved the payment processing for Revenue Services by including Optical Character Recognition (OCR) scan lines on payment remittance stubs and automatic posting of payments to clients' accounts. Developed online credit card and e-check payment options for Revenue Services. Provided quality collection services for the County at a cost lower than

companies in private industry. Installed a new cashing system, which created efficiencies in the depositing process, improved the transaction and receipting process with built-in features for future growth and refinement. Developed a Money in Trust system to simplify tracking and processing of payments that could not post during the normal payment posting cycle such as overpayments, underpayments and duplicate payments. The Supplemental Credit processing project provided significant process improvements benefiting both the Tax Collector and Controller's Offices. The project streamlined the processing of tax credits or refunds generated when the Assessor reduces land and improvements values to properties. Improvements included automatic creation of payment stubs, credit coupons and letters of explanation to taxpayers.

Partnered with the County Manager's Office to develop and implement online tracking of County Owned Property (COP). Coordinated payment of taxes using journal entries for all County departments required to pay the direct assessment portion of yearly tax bills. Partnered with the Controller to develop and implement an automated process for penalty removal, as approved on appeal, for the secured and unsecured tax rolls. Partnered with the Controller in developing automated tracking for the special district charges upload including associated letters and reports. Partnered with the Assessor and Controller in developing a system that automatically implements Board approved batch changes to the tax roll. Partnered with the Assessor to provide online mailing address changes for taxpayers. Partnered with the San Mateo-Foster City Elementary School District and Board of Supervisors for the development of a countywide online system that facilitates applications by seniors for parcel tax exemptions. The web-based application includes a database for managing and tracking exemptions from year to year. Professional and cost effective collection services continue to be provided that are lower in cost than companies in private industry. Negotiated a contract with Health Plan of San Mateo to provide collection services. Developed Revenue Services Performance Tracking Charts to track collection goals and commission goals by organization, group, desk and collector. The charts provide "at a glance" pictures to effectively track progress by day, month and year. Implemented a Continuity of Business Operations plan in accordance with the County's Disaster Planning efforts. Blackberries and Netbooks have been assigned to department managers and key personnel for voice, PIN to PIN text, e-mail, web access and secure access County and banking systems over the web.

Additional steps to remain green include using an automated process to electronically distribute month-end reports to County departments and the system at Probation has been updated to allow monthly supervision fees to be added electronically. All reports generated by the Tax Collector, Controller and Revenue Services were converted to e-documents, archived, indexed and made available via a browser on the web.

- **Improving Services for Taxpayers and Customers**

Extended hours of operation in the Tax Collector's Office to be open to the public during peak tax collection, allowing longer and more convenient payment options for taxpayers to pay taxes. Centralized the cashing function of the Treasurer-Tax Collector and Revenue Services and extended the hours of operation for Revenue Services customers to five days a week. Developed, revised and updated policies, procedures and guidelines for the Transient Occupancy Tax (TOT) and licensing programs. All applicable forms are more user-friendly. License application forms are available on the website for download or can be electronically sent via e-mail to customers. Revenue Services provides electronic payment options creating an easier more convenient payment process for the debtor while accelerating the deposit process. The type of credit cards accepted have increased to include: VISA, MasterCard, Discover, and American Express. An auto-posting process is utilized, which minimizes the time required to update debtor payment information. Implemented ISD call center to capture caller ID and improve the routing of calls within Revenue Services.

- **Increased Revenue**

In 2009, accepted paying agent responsibilities for six school district GO (General Obligation) bonds, three TRANS (Tax and Revenue Anticipation Notes) and two BAN's (Bond Anticipation Notes) increasing dollar proceeds in the pool. In calendar year 2009, processed 16,982 pieces of San Mateo Medical Center (SMMC) bills banking \$79,750,315 in revenue. Continue to partner with the Courts and the Probation Department to refine programs for fine and fee collections. Partner with the SMC Medical Center to refine and enhance collection efforts.

- **Electronic Deposits**

Developed a process to allow SMMC checks to be deposited electronically, and partnered with SMMC to scan and process patient remittances, to provide an automatic payment posting file and a view based check and remittance image archive

- **Web-Based Applications**

Developed a web-based application page to display tax rate information for government agencies and public inquiries. Added the ability to change the mailing address of a tax bill on the Tax Collector's website. Expanded the County contacts system database to a web-based, multi-faceted system to store and maintain contacts by type, purpose and function for all special districts, cities and towns.

- **New or Upgraded Banking Services**

Partnered with the Department of Public Works (DPW), Bay Area Air Quality Management District (BAAQMD), the Controller and Human Resources to research and implement new electronic banking services. Assisted with establishing a web-based payment process for the Commute Alternatives Program (CAP) of DPW and partnered with the Planning and Building Department to establish e-payments through Union Bank of California.

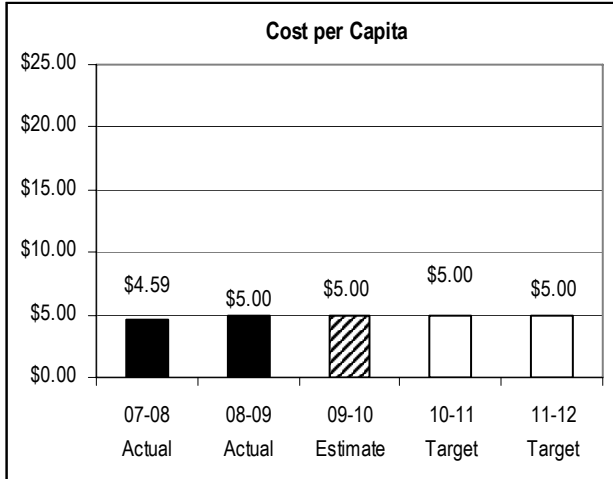


**Revenue Collections**

Partners with the County Manager’s Office and the Controller’s office in maintaining the process which allows the County to recoup a portion of the cost related to “Court Ordered Debt” collections

**E-commerce Standards**

Collaborated with the County Manager’s Office, Information Services Department (ISD) and the Controller to establish e-commerce standards for receiving and processing e-payments. This collaboration is ongoing



**Major Accomplishments in FY 2009-10**

**COLLABORATIVE COMMUNITY**

- Provided well above average pool earnings in comparison to similar funds with like securities
- Implemented a Continuity of Business Operation Plan involving Blackberries and Netbooks allowing managers and key personnel the ability to access voice, PIN to PIN text, e-mail and web access as well as securely access the County and banking systems over the web, in accordance with the County’s Pandemic Flu and Disaster Plan
- Centralized the cashiering function for the Treasurer-Tax Collector and Revenue Services to accept any type of payment at any window
- Converted all reports for the Tax Collector, Controller and Revenue Services to e-documents, archived, indexed and made available via a browser on the web
- Developed the Treasurer’s website to provide access and transparency to the public. The site provides information on the investment policy, agendas and meeting minutes for the SMC Treasury Oversight Committee, press releases and investment reports

**Major Issues to be Addressed**

- **Increasing Requests for Banking Services**—The Department continues to receive increasing demands for additional services

due to state requirements, efforts to accommodate customers requesting web-based services and to streamline payment processes at a time when banking costs continue to escalate. Efforts continue to be made to maintain cost controls associated with these requests, while functioning within the constraints of state laws governing tax collection. Some costs have been passed on to user departments, specifically in the area of merchant services and wire requests. The Department is making every effort to maintain costs associated with purchasing and implementing new and improved services while operating within budget constraints

- **Managing Dependency on Others**—The Department seeks to judiciously manage the need for outside entities for system maintenance by handling requirements by trained contractors and staff
- **Managing Pooled Funds**—The Department, in managing the pool fund, will attempt to provide above average earnings in comparison to similar funds with like securities

**Key Department Initiatives**

**1. Virtual Server Environment**

**Alignment to Shared Vision:**

- Collaborative Community

**Major Issues to be Addressed:**

- Reduce the number of physical servers required to conduct business in the department while providing redundancy and fail-over capability to ensure the continuation of services and protecting limited space

**Goals:**

- Increase server reliability and reduce potential disruption of services
- Reduce carbon footprint

**Objective:**

- Achieve 100% reliability

**Major Milestones:**

- Implementation and approval of the requirements definition (February / March 2011)
- System development/Programming or product installation (March / April 2011)
- Completion of system user acceptance testing (April / May 2011)
- Final system implementation (May / June 2011)

**Partners:**

- Tax Collector Office IT Team
- ISD

**FY 2010-11 Budget Impact**

No impact to Net County Cost. Funds are available under contract services.

## **2. Electronic Document Management to Improve Revenue Collections**

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

- Collaborative Community

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

- Provide ability to view scanned and indexed documents associated with a debtor account from within the Columbia Ultimate Business Systems (CUBS) application

### **Goal:**

- Purchase or develop and install software components to scan, index and view documents within the CUBS application

### **Objectives:**

- Improve and expand the availability of electronic documents thereby further reducing reliance on paper documents

### **Major Milestones:**

- Implementation and approval of the requirements definition (November / December 2010)
- System development/Programming or product installation (January / February 2011)
- Completion of system user acceptance testing (March 2011)
- Final system implementation (April / May 2011)

### **Partners:**

- Tax Collector Office IT Team
- CUBS

### **FY 2010-11 Budget Impact**

No impact to Net County Cost. Reserves will be used to finance the project

## **3. Pursue Relocation of South San Francisco Revenue Services Office**

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

- Collaborative Community

### **Major Issue to be Addressed:**

- Inability to conduct business in South San Francisco Courthouse location due to building closure for State mandated furlough days

### **Goal:**

- Relocate office to a County owned facility in a location convenient to courthouse customers

### **Objectives:**

- Increase customer satisfaction rating
- Increase collections by locating in a more convenient location

### **Major Milestones:**

- Locate available space (November / December 2009)

- Negotiate with Probation department for costs associated with remodeling and renting available space (February / March 2010)
- Negotiate remodel costs and timeframe to complete and relocate office (February / March 2010)
- Relocate office (May / June 2010)

### **Partners:**

- Probation Department
- Public Works
- ISD

### **2010-11 Budget Impact**

No impact to Net County Cost. Construction funds are available for this project.

## **Other Significant Objectives by Program**

The Treasurer / Tax Collector includes the following programs:

- Treasurer
- Tax Collector
- Revenue Services

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

### **Treasurer**

- Continue to develop and improve collection, deposit and investment processes to meet performance measures

### **Tax Collector**

- Continue to explore ways to streamline tax collection processes and make them more efficient through technological improvements.

### **Revenue Services**

- Continue to meet revenue goals while absorbing costs involved to improve technical requirements and collection processes

**Treasurer - Tax Collector (1500B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 5,596              | 8,768              | 3,650              | 3,650                  |                   | 3,650                  |
| Use of Money and Property        | 40,448             | 35,900             | 30,000             | 30,000                 |                   | 30,000                 |
| Charges for Services             | 5,185,623          | 5,101,908          | 3,911,434          | 3,911,434              |                   | 3,911,434              |
| Interfund Revenue                | 654,512            | 572,681            | 631,000            | 631,000                |                   | 631,000                |
| Miscellaneous Revenue            | 119,976            | 150,933            | 81,500             | 81,500                 |                   | 81,500                 |
| <b>Total Revenue</b>             | <b>6,006,155</b>   | <b>5,870,190</b>   | <b>4,657,584</b>   | <b>4,657,584</b>       |                   | <b>4,657,584</b>       |
| Fund Balance                     | 3,864,733          | 4,436,123          | 4,607,149          | 3,961,096              | (646,053)         | 3,961,096              |
| <b>TOTAL SOURCES</b>             | <b>9,870,888</b>   | <b>10,306,313</b>  | <b>9,264,733</b>   | <b>8,618,680</b>       | <b>(646,053)</b>  | <b>8,618,680</b>       |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits            | 5,910,336          | 6,155,246          | 7,365,433          | 7,592,079              | 226,646           | 7,674,488              |
| Services and Supplies            | 1,593,144          | 1,451,999          | 3,922,856          | 2,605,454              | (1,317,402)       | 2,605,454              |
| Other Charges                    | 1,057,803          | 954,786            | 1,001,508          | 1,068,783              | 67,275            | 1,068,783              |
| Fixed Assets                     | 26,172             | 6,481              |                    | 80,000                 | 80,000            | 80,000                 |
| <b>Gross Appropriations</b>      | <b>8,587,455</b>   | <b>8,568,512</b>   | <b>12,289,797</b>  | <b>11,346,316</b>      | <b>(943,481)</b>  | <b>11,428,725</b>      |
| Intrafund Transfers              | (2,894,235)        | (2,780,990)        | (2,979,938)        | (2,979,938)            |                   | (2,979,938)            |
| <b>Net Appropriations</b>        | <b>5,693,220</b>   | <b>5,787,522</b>   | <b>9,309,859</b>   | <b>8,366,378</b>       | <b>(943,481)</b>  | <b>8,448,787</b>       |
| Contingencies / Dept Reserves    | 1,776,121          | 1,675,205          | 1,060,848          | 1,465,678              | 404,830           | 1,383,269              |
| <b>TOTAL REQUIREMENTS</b>        | <b>7,469,341</b>   | <b>7,462,727</b>   | <b>10,370,707</b>  | <b>9,832,056</b>       | <b>(538,651)</b>  | <b>9,832,056</b>       |
| <b>NET COUNTY COST</b>           | <b>(2,401,547)</b> | <b>(2,843,587)</b> | <b>1,105,974</b>   | <b>1,213,376</b>       | <b>107,402</b>    | <b>1,213,376</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                        |                   |                        |
| Salary Resolution                | 65.0               | 67.0               | 63.0               | 63.0                   |                   | 63.0                   |
| Funded FTE                       | 63.8               | 67.0               | 65.0               | 63.0                   | (2.0)             | 63.0                   |

**FY 2010-11 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$646,053 or 6.97% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

Fund Balance

There is a decrease of \$646,053 in this funding source due to completed projects created less fund balance than previously estimated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$538,651 or 5.19% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$226,646 in this expenditure category due to increased County retirement contribution, health plan costs and other benefit adjustments.

Services and Supplies

There is a decrease of \$1,317,402 in this expenditure category due to general budget reductions, the elimination of contract employees and the reduction in IT costs following the purchase and installation of replacement PC's department wide.

Other Charges

There is an increase of \$67,275 in this expenditure category due to increased requirements for telephone and automation services, increased rental charges due to relocation of South San Francisco office from the Northern Courthouse to Probation, and increased motor vehicle and countywide security charges.

Fixed Assets

There is an increase of \$80,000 in this expenditure category due to the purchase of virtual servers.

Contingencies / Departmental Reserves

There is an increase of \$404,830 in this expenditure category due to decreased expenditures that has created a buildup of Reserves. The balance in General Fund Reserves represents 17.52% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,441,410.

**NET COUNTY COST**

There is an increase of \$107,402 or 9.71% in this Department's General Fund allocation primarily due to retirement contribution increases offset by the Department's 10% Net County Cost reduction target.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

No Change

**TOTAL REQUIREMENTS**Salaries and Benefits

There is an increase of \$82,409 in this expenditure category due to increases in merit and health benefit costs.

Contingencies / Departmental Reserves

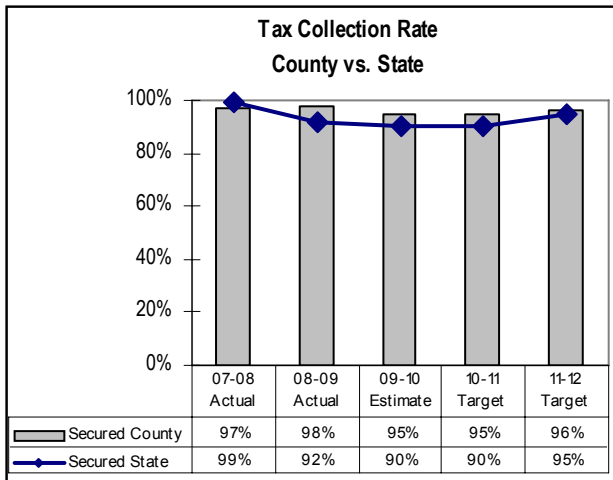
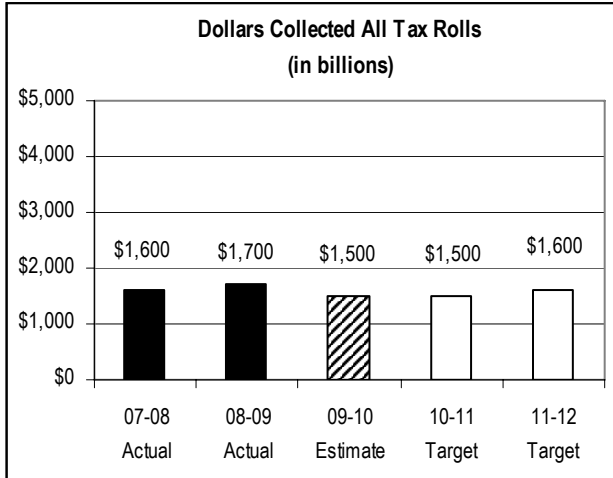
There is a decrease of \$82,409 in this expenditure category due to offsets to increases in merit and health benefit costs.

## Tax Collector (1510P)

### Program Locator

- County
  - Collaborative Community
    - Treasurer-Tax Collector
      - ▷ **Tax Collector**
        - Treasurer
        - Revenue Services

### Headline Measures



### Program Outcome Statement

The Tax Collector provides funding for taxing agencies through the efficient collection of property taxes.

### Services and Accomplishments

The Tax Collector's Office provides property tax billing and collection; public auctions for tax-defaulted property; subdivision map / parcel certifications; agreement sales for public entities;

segregation processes; penalty appeals; liaison for Proposition 58, 60 and 90 applicants; tax certification for eminent domain process; tax estimates for supplemental bills; balancing and apportionment reports to the Controller, mobile home estimates and clearances; payment history research for the IRS, tax service companies, attorneys and the Franchise Tax Board; develop payment stub scan lines for County departments; County e-commerce liaison and assists County departments with process improvements. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025. The Tax Collector has increased the County's organization effectiveness by implementing a number of new programs and activities.

The following are major accomplishments in the current year:

- Developed a Money in Trust system to simplify tracking and processing of payments that could not post during the normal payment posting cycle such as overpayments, underpayments and duplicate payments
- The Supplemental Credit processing project provided significant process improvements benefiting both the Tax Collector and Controller's Offices. The project streamlined the processing of tax credits or refunds generated when the Assessor reduces land and improvements values to properties. Improvements included automatic creation of payment stubs, credit coupons and letters of explanation to taxpayers
- All reports generated by the Tax Collector, Controller and Revenue Services were converted to e-documents, archived, indexed and made available via a browser on the web

### Story Behind Performance

The Tax Collector's Office processes an average of 340,000 tax bills annually. The secured tax bills were printed and mailed by August 31, 2009. The total dollars collected was \$1.7 billion. The cost to process a tax bill was \$15.66. The collection rate is expected to be lower for the County and the State due to economic conditions, which have caused many companies to close or declare bankruptcy, thereby reducing the Tax Collector's ability to collect unpaid accounts. Responses to Cares surveys indicated that 100% of the customers rated overall satisfaction as good or better.

The Tax Collector's development team in collaboration with the Assessor and Controller developed the Secured Tax Roll Extension and Apportionment System, residing on the Tax Collector's IBM i-Series. This system replaced an outdated mainframe application. As a result, the tax roll that was extended on September 1, 2004 was one of the earliest ever. The tax roll for FY 2009-10 was extended on August 20, 2009, which was six days later than the previous fiscal year. The first quarter reflects a secured tax collection amount of \$41,068,356. The new measure: "Number of days secured property tax bills are sent past August 15<sup>th</sup> goal date", began in FY 2005-06. Last year's bills were printed by September 3, 2008 and this year, all bills were printed and at the mailer by August 31, 2009.

The Tax Collector developed the OCR scan line printed on the remittance payment stub portion of SMMC bills. Processing of the patient checks and stubs on the Tax Collector remittance processing machines produces a transaction file of payments that are posted to the SMMC patient accounts system and provides accounting staff with a web-based secured access to patient check and stub images. This project helped SMMC realize \$10 million more dollars in the first year of operation. Currently the Tax Collector and SMMC are working on reconciliation of Automatic Clearing House (ACH) insurance payments with patient accounts.

The Tax Collector developed a browser-based Internet application that incorporates all tax rolls. Payment options for these four rolls include credit cards and e-check. This process has been further expanded to allow receipts for check payments at any desktop location within the Tax Collector's office.

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

- To continue researching cost benefit analysis of implementing a Check 21 process that will convert paper checks to an electronic version and acquire the software to accomplish this goal. Changes to applicable laws are delaying the process
- To manage dependency on the Assessor and Controller to provide accurate data for billing and collection purposes
- To manage an increased demand for services with limited resources
- To improve efficiency while abiding by the constraints of State laws that govern tax collection

**Program Objectives**

The Tax Collector will meet performance targets by doing the following:

Ensure Tax Bills are Mailed before September 10 Each Year

- Test and implement the supplemental tax and apportionment application
- Continue to explore the option of converting checks into electronic transaction file or (ACH) transmission

Decrease the Number of Tax Bills to 330,000

- Continue to refine the process that applies Assessor name and address changes to the Secured tax roll to ensure only change in ownership or mailing address generates a duplicate bill, as change in ownership is currently not clearly conveyed in the data received
- Continue to improve the Secured tax roll extension process on the Tax Collector's IBM i-Series by working with the Controller to include all districts in the participation of web-based input of special charges when making yearly updates to the tax roll

Continue to Outperform the State in the Collection of Secured and Unsecured Taxes

- Continue to mail bills in a timely and accurate manner

**Performance Measures Summary Table**

| Performance Measures  | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>   |                      |                      |                        |                      |                      |
| Number of property tax bills issued   | 310,970              | 323,327              | 330,000                | 320,000              | 320,000              |
| <b>How Well We Do It (Quality / Efficiency)</b>                               |                      |                      |                        |                      |                      |
| Number of days secured property tax bills are sent past August 15th goal date | 33                   | 19                   | 20                     | 20                   | 20                   |
| Cost per bill <sup>(1)</sup>  | \$16.61              | \$15.66              | \$16.00                | \$16.00              | \$16.00              |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>                               |                      |                      |                        |                      |                      |
| Dollars collected for all tax rolls (in billions)                             | \$1.6                | \$1.7                | \$1.5                  | \$1.5                | \$1.6                |
| Collection rate:  |                      |                      |                        |                      |                      |
| - Secured (County)  | 97%                  | 98%                  | 95%                    | 95%                  | 96%                  |
| - Unsecured (County)  | 99%                  | 92%                  | 90%                    | 90%                  | 90%                  |
| - Secured (statewide average)   | 97%                  | 95%                  | 95%                    | 95%                  | 95%                  |
| - Unsecured (statewide average)   | 94%                  | 95%                  | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup> The cost per property tax bill is derived by dividing the annual number of bills by salaries and benefits and other operating costs such as paper, printing, envelopes, postage, contract programmer maintenance and AS400 costs through the Information Services Department.

**Tax Collector (1510P)  
Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 19.0              | 19.0              | 19.0               | 19.0                   |                   | 19.0                   |
| Funded FTE                | 18.3              | 19.0              | 19.0               | 19.0                   |                   | 19.0                   |
| <b>Total Requirements</b> | 4,082,470         | 3,763,245         | 5,425,964          | 4,762,854              | (663,110)         | 4,762,854              |
| <b>Total Sources</b>      | 4,118,903         | 4,229,944         | 3,997,927          | 3,549,478              | (448,449)         | 3,549,478              |
| <b>Net County Cost</b>    | (36,432)          | (466,699)         | 1,428,037          | 1,213,376              | (214,661)         | 1,213,376              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   | 19,264             | 19,786                 | 522               | 19,786                 |
| Mandated Services         |                   |                   | 1,408,773          | 1,193,590              | (215,183)         | 1,193,590              |

## Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,213,376 or 100%, of which 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 144,739        | 0                   | 0        | 144,739         | 0         |

### 2. Operating Costs

Reductions are due to the elimination of contract employees and IT costs following the purchase and installation of replacement PC's and printers.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (1,142,136)    | 0                   | 254,287  | (887,849)       | 0         |

### 3. Fund Balance Adjustments

General savings and completed projects have created less fund balance than previously estimated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (448,449)       | 0              | 0                   | 0        | 448,449         | 0         |

### 4. Equipment Purchase

The purchase of two virtual servers will reduce the number of physical servers required.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 80,000         | 0                   | 0        | 80,000          | 0         |

## TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (448,449)       | (917,397)      | 0                   | 254,287  | (214,661)       | 0         |



## **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 23,102         | 0                   | (23,102) | 0               | 0         |

## Treasurer (1520P)

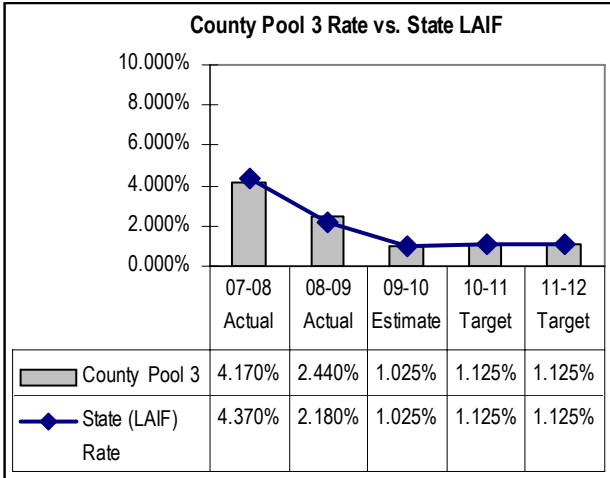
### Program Locator

- County
  - Collaborative Community
    - Treasurer-Tax Collector
      - Tax Collector
        - ▷ **Treasurer**
          - Revenue Services

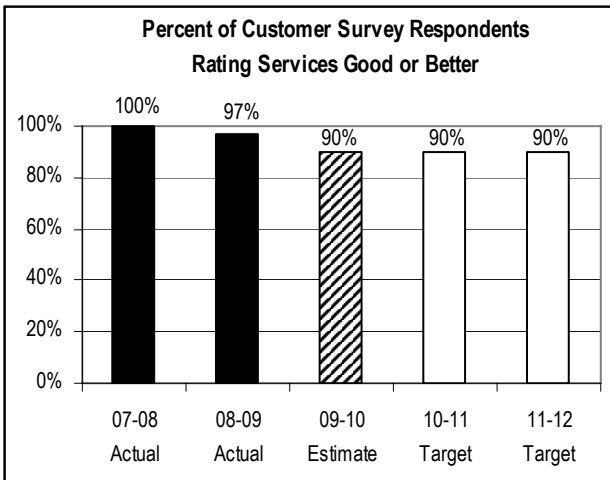
cashiering; banking; opening San Mateo County accounts receivable mail and preparing payments for processing; Paying Agent responsibilities for General Obligation (GO) bonds and Tax Revenue Anticipation Notes (TRAN); Transient Occupancy Tax and miscellaneous small business licenses. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025. The Treasurer has increased the County's organizational effectiveness by implementing a number of new programs and activities.

### Headline Measures

The following are major accomplishments in the current year:



- Accepted Paying Agent responsibilities for 6 new GO bonds and 3 TRAN's and 2 BAN's increasing dollar proceeds in the pool
- Outsourced 64 of 71 GO Bonds to Bank of New York, thereby eliminating manual payment processes while retaining funds in the County pool
- Developed the Treasurer website to provide access and transparency to the public that provides information on investment policies, agendas, meeting minutes for the San Mateo County Treasury Oversight Committee, press releases and investment reports
- Assisted with implementing electronic banking services for the Department of Public Works Commute Alternatives Program
- In calendar year 2009, opened 22,104 pieces of SMMC accounts receivable mail resulting in 16,982 payments prepared for processing, banking \$79,750,315 in revenue
- Cross trained Treasurer, Tax Collector and Revenue Services cashiers to enhance services to the public, address effective continuation of services during unanticipated absences and to align with Pandemic Flu requirements



### Story Behind Performance

The Treasurer's Office currently manages approximately 1,015 funds, 14% of which are voluntary. Cost controls on banking and custodial services have improved with the implementation of department charge backs on wires and merchant services banking fees. Digital imaging of deposits has created improved access to data and long-term storage capabilities.

The Treasurer's Office, in managing the Pool Fund, has provided above average earnings consistent with similar funds with like securities. In FY 2008-09, the growth of the County Pool due to investments was \$68,000,000, primarily as a result of bond issues. The County's cash flow forecasting remains strong

### Program Outcome Statement

The Treasurer manages the financial assets of the County and maintains the value of the investment pool through professional and efficient administration of the County treasury for County departments, special districts, schools, cities and taxpayers.

In FY 2008-09, the Treasurer's Office processed 49,084 deposits, 98% within one day of receipt. Pool balances have been maintained due to additional revenue from processing SMMC payments, conversion from checks to electronic transfers and accepting Paying Agent responsibility for six General Obligation Bonds, three Tax & Revenue Anticipation Notes and two Bond Anticipation Notes. Communications with pool participants continues to improve via

### Services and Accomplishments

The Treasurer's Office is responsible for providing the following services to the County and its taxpayers: County Pool investments;

customer surveys and reporting options being provided electronically.

The FY 2008-09 County Pool 3 yield rate declined as a result of the Federal Government reducing interest rates from 2.00% to 0.25% leading to lower earnings. The State Local Agency Investment Fund (LAIF) yield rate also decreased to 2.18% in FY 2008-09 and is expected to decrease to 1.025% in FY 09-10. The Department is handling the current market situation by building cash with a focus on cash flow and preservation of principal. The Treasurer's website was developed to allow access and transparency to the public. Responses to Cares survey indicated 97% of customers rated services good or better.

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

- To outperform all similar funds
- To continue consistent cash flow analysis in light of economic conditions and market fluctuations
- To market the County Pool Fund; i.e. acquiring new participants and maintaining current pool participation
- To maintain banking costs while implementing more effective banking services to allow departments to run more efficiently
- To manage costs associated with purchasing and implementing new and improved services

**Program Objectives**

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

Strive to Stay Competitive or Outperform the State (LAIF)

- Continue investment staff training and education
- More effectively manage cashflow and preserve principal

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to distribute customer service surveys to taxpayers and pool participants and explore the possibility of making surveys available on the intranet and department website
- Continue to improve and enhance comprehensive financial reports and spreadsheets via e-mail
- Implement customer suggestions for improvement, if any, when administratively and financially feasible

Process 98% of Deposits Within One Day

- Continue to relay refined policies and procedures to depositing departments regarding submitting cash receipts and advising the Treasurer's Office of incoming funds in a timely manner

Pursue the relocation of the SSF office by August 1, 2010

- Relocate from a State owned to a County owned building to eliminate business disruptions created by closure of the building on State mandated furlough days
- Enhance services to the public by requesting authority from the BOS to collect property taxes in this location
- Eliminate North County residents from driving to RWC to pay taxes saving time and fuel cost, reducing our carbon footprint

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of fund accounts managed: <sup>(1)</sup>  |                      |                      |                        |                      |                      |
| - Voluntary  | ---                  | 158                  | 161                    | 150                  | 150                  |
| - Involuntary  | ---                  | 884                  | 898                    | 865                  | 865                  |
| Dollar amount of funds managed (in millions):  |                      |                      |                        |                      |                      |
| - Voluntary <sup>(2)</sup>   | ---                  | \$786                | \$700                  | \$700                | \$700                |
| - Involuntary  | ---                  | \$1,790              | \$1,600                | \$1,600              | \$1,600              |
| Number of deposits processed <sup>(3)</sup>  | 48,994               | 49,084               | 41,000                 | 41,000               | 41,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating services good or better                  | 100%                 | 97%                  | 90%                    | 90%                  | 90%                  |
| Percent of deposits processed within one day   | 98%                  | 98%                  | 98%                    | 98%                  | 98%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Dollar (in millions) / percent growth in County Pool due to investments <sup>(4)</sup> | \$118.2 / 4.30%      | \$68.0 / 2.57%       | \$26.4 / 1.15%         | \$28.7 / 1.25%       | \$28.7 / 1.25%       |
| County Pool 3 yield rate vs. Local Agency Investment Fund (LAIF): <sup>(5)</sup>       |                      |                      |                        |                      |                      |
| - Pool 3   | 4.17%                | 2.44%                | 1.025%                 | 1.125%               | 1.125%               |
| - LAIF   | 4.37%                | 2.18%                | 1.025%                 | 1.125%               | 1.125%               |

<sup>(1)</sup> This measure reflects voluntary funds with a goal to maintain existing funds and attempt to gain additional participants. California State law requires certain pool participants to deposit their operating funds in the County treasury and these are defined as involuntary funds.

<sup>(2)</sup> This measure reflects the dollar balance at the end of the fiscal year. Historically, the balance has reflected approximately 30% of total pooled funds.

<sup>(3)</sup> The decrease in deposits is due to online payment transactions.

<sup>(4)</sup> The growth has declined due to short-term interest rates and the Lehman bankruptcy.

<sup>(5)</sup> Percentages under Pool 3 yield rate vs. LAIF are net rates after fees and charges.

## Treasurer (1520P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 12.0              | 12.0              | 15.0               | 16.0                   | 1.0               | 16.0                   |
| Funded FTE                | 12.0              | 12.0              | 15.0               | 16.0                   | 1.0               | 16.0                   |
| <b>Total Requirements</b> | 2,553,727         | 2,614,206         | 3,032,761          | 3,197,492              | 164,731           | 3,197,492              |
| <b>Total Sources</b>      | 4,478,126         | 4,349,307         | 3,395,096          | 3,197,492              | (197,604)         | 3,197,492              |
| <b>Net County Cost</b>    | (1,924,400)       | (1,735,100)       | (362,335)          |                        | 362,335           |                        |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   |                    | 79,143                 | 79,143            | 79,143                 |
| Mandated Services         |                   |                   | (362,335)          | (79,143)               | 283,192           | (79,143)               |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0. In addition to the services provided to investment pool participants by employees within this budget unit, additional support services are necessary and are provided by employees outside of this budget unit. Revenues received from Treasury Commissions are used to offset the costs of these additional support services.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. One filled position has been transferred from the Revenue Services division to the Treasurer's division to centralize public service.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 162,987        | 0                   | 0        | 162,987         | 1         |

#### 2. Operating Costs

One-time funding for completion of construction projects and replacement of all worn PC's and printers has been removed. Increased rental charges due to move of branch office from the South San Francisco Courthouse (State owned) to Probation offices to provide more space and greater public accessibility. Investment related services will also increase to cover costs associated with potential investment consultant services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (102,280)      | 0                   | 104,024  | 1,744           | 0         |

**3. Adjustment to Fund Balance**

Completed projects have created less fund balance than previously estimated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (197,604)       | 0              | 0                   | 0        | 197,604         | 0         |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (197,604)       | 60,707         | 0                   | 104,024  | 362,335         | 1         |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases. Adjustments have been offset by a decrease in Reserves.

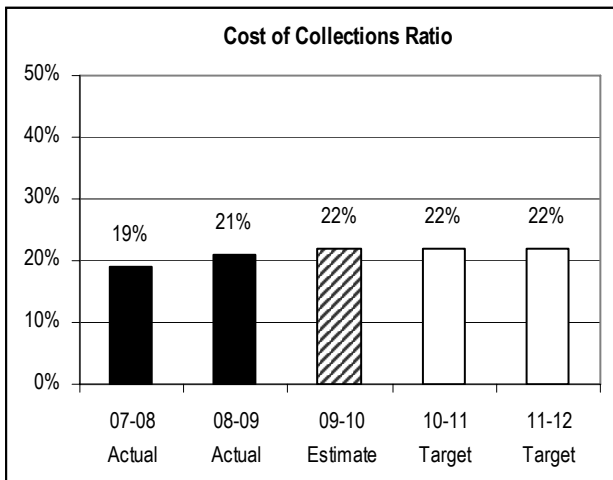
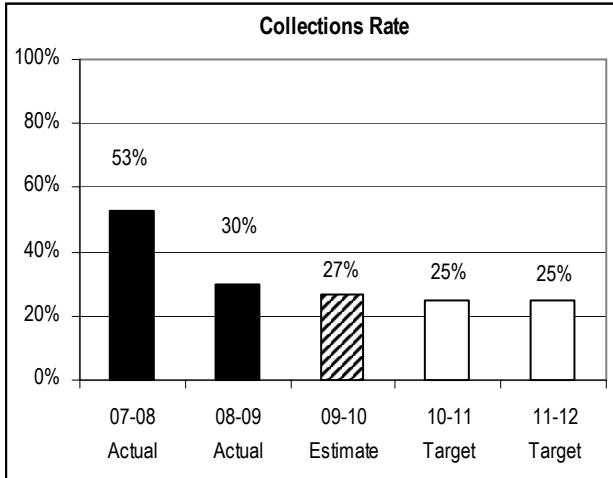
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 18,042         | 0                   | (18,042) | 0               | 0         |

## Revenue Services Program (1530P)

### Program Locator

County  
 Collaborative Community  
 Treasurer-Tax Collector  
 Tax Collector  
 Treasurer  
 ▷ Revenue Services

### Headline Measures



### Program Outcome Statement

Revenue Services provides billing and revenue debt collection services to County departments in a cost-effective manner to maximize revenue recovery.

### Services and Accomplishments

Revenue Services is responsible for providing revenue collection services for many County departments, including San Mateo

Medical Center, the Superior Court, the Probation Department, the Sheriff's Office, Environmental Health, and the Human Services Agency. Services provided include establishing accounts, billing and collection, contacting debtors, processing payments and posting revenues. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025.

The following are major accomplishments in the current year:

- Implemented ISD call center to capture caller ID information and improve routing of calls within Revenue Services
- Developed Revenue Services Performance Tracking Charts to track collection goals and commission goals by organization, group, desk and collector that provide "at a glance" pictures to effectively track progress by day, month and year
- Implemented a re-evaluation process, in conjunction with the Courts, for the Private Defender Program
- Enhanced Revenue Services website to allow for both E-Check, Credit Card payments and address corrections on-line
- Implemented a process to streamline, automate, and reduce the turnaround time for adjustment processing

### Story Behind Performance

For FY 2009-10, Revenue Services is projecting to achieve both a revenue goal of \$15,000,000 and an expenditure goal of 22%. The Program is also projecting to achieve a collection rate of 25%. The goal is to continue to provide timely, professional and cost effective services for the departments that we support. Major impacts to the organization continue to be the economy and the unemployment rate which makes it difficult for those in troubling economic situations to make payments.

To maximize revenue collections the Program will utilize the following resources: predictive dialer, skip tracing tools such as Employment Development Department, Department of Motor Vehicles, Merlin, Accurant and credit reports. Revenue Services participates in the California Franchise Tax Board Tax Intercept program as well as their Court Ordered Debt collection program. The Program uses state of the art collection technology and offers Internet and phone payment options that allow from both checking and savings accounts 24 hours a day, 7 days a week.

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

- To maintain or increase dollar amounts collected with the current negative economic trends
- To maintain or increase the number of accounts received
- To explore and implement new technologies and collection tools
- To research additional collection opportunities

**Program Objectives**

Revenue Services will meet performance targets by doing the following:

Upgrade Compass Document Management System by June 2011

- Improve and expand the availability and distribution of electronic documents thereby further reducing reliance on paper documents by linking debtor and client systems records and the collection software
- Continue to reduce need to store paper documents on-site

Maintain the Cost of Collection Ratio at 22%

- Utilize the automatic posting process for revenue services accounts
- Evaluate the feasibility of debtors setting up payment plans on-line or by IVR
- Evaluate collection processes and procedures to help identify ways to effectively enhance collections in the most cost effective manner possible

Recoup costs related to "Court Ordered Debt" collections

- Partner with the County Manager's Office and the Controller's Office to ensure the most efficient way to recoup the costs of this type debt collections

Payment plans Option

- Evaluate the feasibility of allowing debtor to set-up on-line or by IVR an automatic monthly payment within specific parameters and following all laws and regulations that the process entails



### Performance Measures Summary Table

| Performance Measures                                     | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>                    |                      |                      |                        |                      |                      |
| Dollar amount of accounts received (in millions)         | \$37.7               | \$57.8               | \$55.0                 | \$30.0               | \$30.0               |
| Number of accounts received                              | 51,970               | 63,481               | 50,000                 | 45,000               | 45,000               |
| <b>How Well We Do It (Quality / Efficiency)</b>          |                      |                      |                        |                      |                      |
| Percent of debtors contacted within five days of receipt | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| Percent of accounts collected                            | 55%                  | 40%                  | 40%                    | 38%                  | 30%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>          |                      |                      |                        |                      |                      |
| Dollars collected (in millions)                          | \$18.9               | \$17.5               | \$15.0                 | \$15.0               | \$15.0               |
| Total cost of collections                                | \$3.6                | \$3.6                | \$3.6                  | \$3.6                | \$3.6                |
| Collections rate   | 53%                  | 30%                  | 27%                    | 25%                  | 25%                  |
| Cost of collections ratio                                | 19%                  | 21%                  | 22%                    | 22%                  | 22%                  |

## Revenue Services Program (1530P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 34.0              | 36.0              | 29.0               | 28.0                   | (1.0)             | 28.0                   |
| Funded FTE                | 33.5              | 36.0              | 31.0               | 28.0                   | (3.0)             | 28.0                   |
| <b>Total Requirements</b> | 833,144           | 1,085,275         | 1,911,982          | 1,871,710              | (40,272)          | 1,871,710              |
| <b>Total Sources</b>      | 1,273,859         | 1,727,063         | 1,871,710          | 1,871,710              |                   | 1,871,710              |
| <b>Net County Cost</b>    | (440,715)         | (641,787)         | 40,272             |                        | (40,272)          |                        |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   |                    | 32,148                 | 32,148            | 32,148                 |
| Non-Mandated Services     |                   |                   | 40,272             | (32,148)               | (72,420)          | (32,148)               |

### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0. The program is fully funded through service charges from enhanced revenue collections.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and reductions in contract expenditures. One filled position has been transferred from the Revenue Services division to the Treasurer's division to centralize public service.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (83,472)       | 0                   | 0        | (83,472)        | (1)       |

#### 2. Operating Costs

Construction costs have been reduced following restructure of office space for storage and employee workstations. Performance will not be impacted.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (3,319)        | 0                   | 46,519   | 43,200          | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (86,791)       | 0                   | 46,519   | (40,272)        | (1)       |

### **FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and health benefit cost increases. Adjustments have been offset by a decrease in Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 41,265         | 0                   | (41,265) | 0               | 0         |

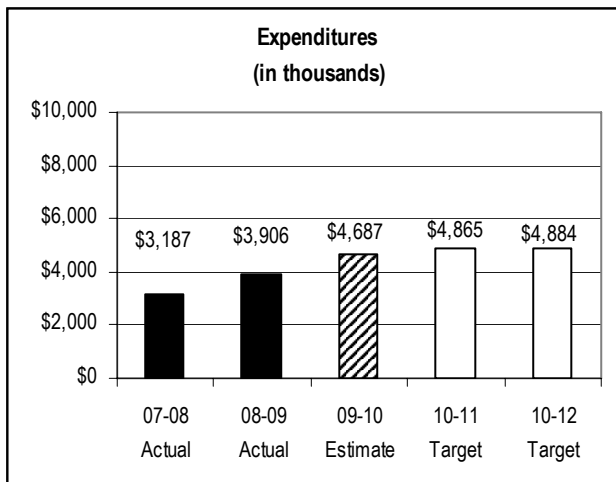
## Retirement Office (2000B)

### Budget Unit Locator

- County
  - Collaborative Community
    - Board of Supervisors
      - County Manager / Clerk of the Board
      - Assessor-County Clerk-Recorder
      - Controller's Office
      - Treasurer-Tax Collector
  - ▷ **Retirement (SamCERA)**
    - County Counsel
    - Information Services Department
    - Grand Jury
    - Non-Departmental Services
    - Contingencies
    - Debt Service Fund

### Budget Unit Description

The Board of Retirement strives to provide caring, fair, accurate, timely and knowledgeable professional services to SamCERA's clients and the public; to prudently manage the assets in order to appropriately fund the actuarial liabilities of the retirement system and assure the ability to pay all earned benefits while minimizing the costs to employers; and to constantly improve the effectiveness of SamCERA services and the efficiency of its operations. SamCERA was established on July 1, 1944, by the Board of Supervisors to provide defined benefit retirement programs for San Mateo County employees, retirees and their beneficiaries. SamCERA is governed by a nine-member Board of Retirement, which is empowered by the State Constitution to serve as fiduciary for SamCERA's members and as Administrator of the County's Retirement System.



### Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Operational expenditures are fully offset by transfers from the Retirement Fund.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget. Appropriation adjustments will be made in accordance with the budget adopted by the Retirement Board after the May board meeting.

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and negotiated labor increases.

|                     |         |
|---------------------|---------|
| Revenue/Sources     | 178,110 |
| Appropriations      | 178,110 |
| Intrafund Transfers | 0       |
| Reserves            | 0       |
| Net County Cost     | 0       |
| Positions           | 0       |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and negotiated labor increases.

|                     |        |
|---------------------|--------|
| Revenue/Sources     | 19,220 |
| Appropriations      | 19,220 |
| Intrafund Transfers | 0      |
| Reserves            | 0      |
| Net County Cost     | 0      |
| Positions           | 0      |

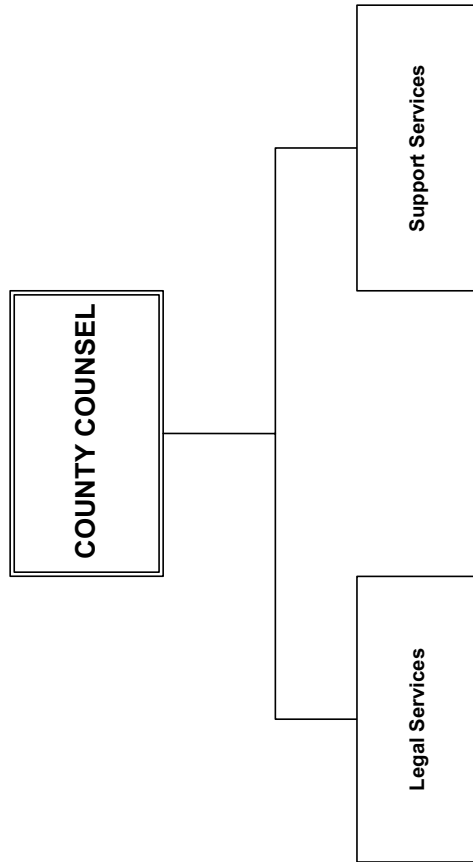
**Retirement Office (2000B)**  
**Retirement Trust Fund (Information Only)**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       | 3,186,610         | 3,906,632         |                    |                        |                   |                        |
| Other Financing Sources     |                   |                   | 4,687,538          | 4,865,648              | 178,110           | 4,884,868              |
| <b>TOTAL SOURCES</b>        | 3,186,610         | 3,906,632         | 4,687,538          | 4,865,648              | 178,110           | 4,884,868              |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 1,892,527         | 2,528,902         | 2,841,988          | 3,020,098              | 178,110           | 3,039,318              |
| Services and Supplies       | 1,116,563         | 1,186,168         | 1,489,050          | 1,489,050              |                   | 1,489,050              |
| Other Charges               | 177,520           | 126,062           | 156,500            | 156,500                |                   | 156,500                |
| Fixed Assets                |                   | 65,500            | 200,000            | 200,000                |                   | 200,000                |
| <b>Gross Appropriations</b> | 3,186,610         | 3,906,632         | 4,687,538          | 4,865,648              | 178,110           | 4,884,868              |
| <b>TOTAL REQUIREMENTS</b>   | 3,186,610         | 3,906,632         | 4,687,538          | 4,865,648              | 178,110           | 4,884,868              |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 16.0              | 16.0              | 16.0               | 16.0                   |                   | 16.0                   |
| Funded FTE                  | 16.0              | 16.0              | 16.0               | 16.0                   |                   | 16.0                   |

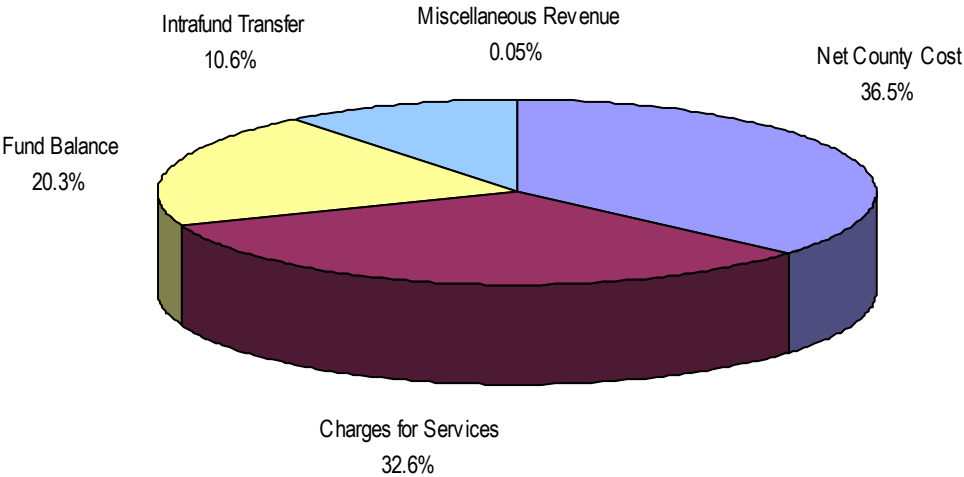
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**COUNTY COUNSEL'S OFFICE**

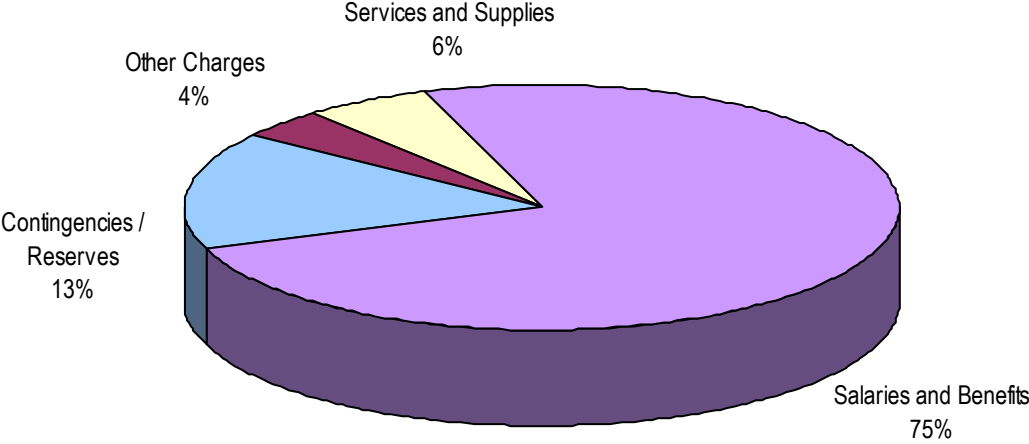


# County Counsel

## FY 2010-11 Recommended Sources



## FY 2010-11 Recommended Requirements





**Department Locator**

County

- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Assessor-County Clerk-Recorder
- Controller's Office
- Treasurer-Tax Collector
- Retirement (SamCERA)



**County Counsel**

- Information Services Department
- Grand Jury
- Non-Departmental Services
- Contingencies
- Debt Service Fund

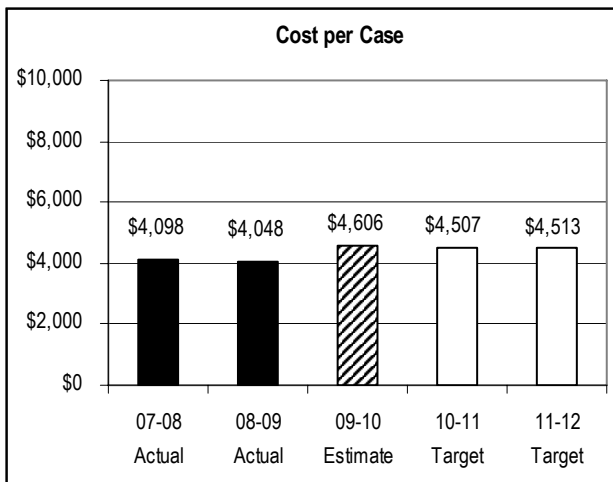
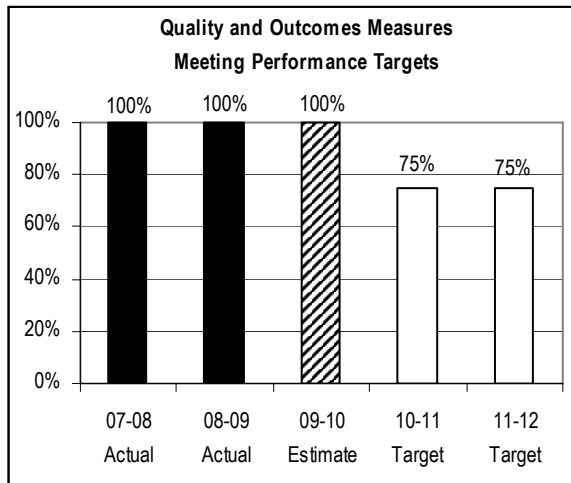
**Department Mission Statement**

The County Counsel's Office provides high quality and timely legal services to the Board of Supervisors, all County departments and agencies, elected officials, boards and commissions, various school districts, special districts, and other public agencies so that they may carry out their responsibilities in a manner fully consistent with the law. The County Counsel's Office provides legal representation to clients in disputes before administrative agencies and the courts with the goal of achieving the best results in a timely manner.

**Contributions to Shared Vision 2025  
(Fiscal Years 2005 – 2009)**

**COLLABORATIVE COMMUNITY:** Our leaders forge partnerships, promote regional solutions with informed and engaged residents, and approaches issues with fiscal accountability and concern for future impacts.

**Department Measures**



• **Representation of Agencies with Regional Responsibilities**

The County Counsel's Office provides legal representation to agencies, boards and commissions with regional responsibilities. The Office has provided legal counsel to the City / County Association of Governments (C/CAG) since its inception in 1990, assisting in the development of solutions to infrastructure needs on a county-wide basis. The Office has also represented the County's transportation agencies, including the Caltrain Joint Powers Board and Transportation Agency, when needed due to potential conflicts. The Office also provides legal counsel to bodies such as the First Five Commission, the San Mateo County Narcotics Task Force, the Local Agency Formation Commission (LAFCo), and the San Mateo Health Commission, which are responsible for initiatives on a countywide basis. Other contributions to regional solutions include active involvement in advising the Blue Ribbon Committee on Health Care on avenues to implement a county-wide response to the problems facing the underinsured. Through representation of LAFCo and the Elections Division, this Office has appeared in court to defend actions taken by other governmental agencies. The Office took a lead role in intervening on behalf of multi-county interests in major federal court litigation regarding overcrowding of state prisons.

• **Development of Countywide Initiatives**

The County Counsel's Office has been active in developing protocols, memoranda of understanding and model regulations to address countywide issues. The Office drafted a model ordinance that would regulate medical marijuana collectives by a licensing scheme that is based on state law, and the model is being or has been considered by a number of cities. The Office also drafted a protocol between County law enforcement agencies and Children and Family Services to facilitate a coordinated response to child protective services issues, and is implementing a training program for law enforcement agencies county-wide. The Office also assisted in the drafting and implementation of a memorandum of understanding between

city law enforcement agencies and the Sheriff to provide for a coordinated approach to countywide law enforcement issues. The Office has drafted ordinances on a number of health-related issues that were intended for consideration by cities in the County as well as the County itself.

**HEALTHY COMMUNITY:** Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

- **Ensuring a Healthy and Safe Community**

The County Counsel's Office provides legal representation to the Aging and Adult Services Programs and Child Protective Services Programs in court proceedings to protect vulnerable populations of all ages. The Office provided legal assistance to the County Manager and San Mateo Medical Center in the development of an update to the indigent healthcare (WELL) program. The Office was actively involved in the development and implementation of the newly formed Health Systems Department including the drafting of related ordinances. The Office also provided targeted legal advice in support of the Blue Ribbon Task Force efforts to create a program of healthcare to the uninsured and researched alternative sources of revenue to support County health services. The Office assisted the County Fire Marshal in the preparation of local modifications to the recently adopted Uniform Fire Code, and assisted the Department of Public Works in responding to legal challenges arising from the requirement that aging sanitary sewers comply with increasingly stringent health and safety standards. The Office has helped develop regulations to address health issues including the regulation of tobacco retailers and disposable food ware.

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

- **Supporting Education**

The County Counsel's Office provides legal services to twenty-three of the twenty-four school districts in the County, assisting them in every facet of their operations. The Office provides representation to a number of school districts in special education proceedings. The Office has been involved for many years in the implementation of two significant federal court decrees addressing access to equal educational opportunities.

- **Supporting Housing Initiatives**

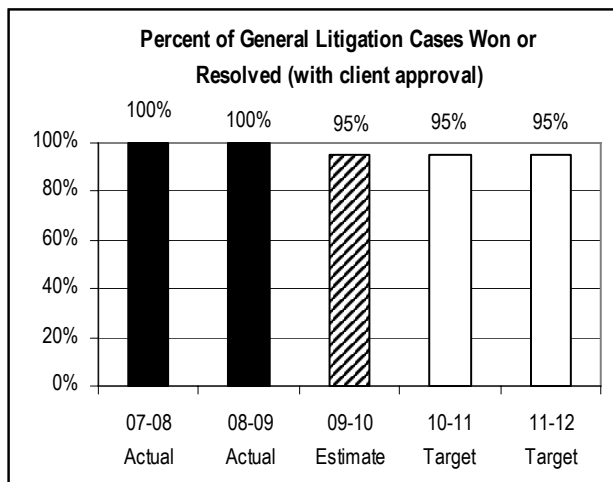
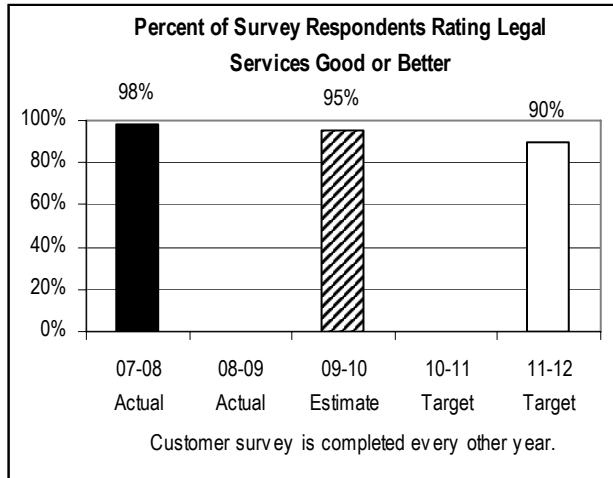
The County Counsel's Office has provided ongoing legal support to the Department of Housing, including review of proposed policies and contracts, and has provided counsel concerning the adoption of an inclusionary zoning ordinance. The Office was actively involved in the purchase of transitional housing for emancipated foster youth. The Office also provided legal support to the County's efforts to assist in the development of affordable housing in the unincorporated areas of Redwood City and Colma, and is currently supporting the Department of Housing plan to develop increased and improved senior housing in the City of Half Moon Bay.

**ENVIRONMENTALLY CONSCIOUS COMMUNITY:** Our natural resources are preserved through environmental stewardship, reducing carbon emissions, and using energy, water and land more efficiently

- **Providing Effective and Responsive Counsel on Environmental Issues**

The County Counsel's Office has assisted the Public Works Department and the Planning Department in the development of responses to federal regulations regarding Areas of Special Biological Significance. The Office provides ongoing legal support to the San Bruno Mountain Habitat Conservation Trust. The Office has assisted the County's "Green Program" in the development of initiatives to protect the environments, including development of an ordinance regarding disposable food ware. The Office has assisted the Department of Public Works in the negotiation of a franchise agreement for the collection of solid waste, recyclables, and organics, and in the process, was able to provide several previously unfranchised areas the benefits of franchised collection service. The Office has also worked with the County Manager to develop the Countywide Residential Energy Assistance Program (REAP), which will make it possible for homeowners to finance energy improvements. We have taken a leadership role in the development of a resolution authorizing the imposition and collection of AB 939 fees, which will be assessed on each ton of solid waste disposed of at landfills within the unincorporated areas of the County.

## Headline Measures



## Services and Accomplishments

The County Counsel's Office provides the highest level of professional legal services to the Board of Supervisors, County departments and other agencies and districts, and takes the lead in inter-agency initiatives through the development of interagency protocols, MOUs, and model ordinances.

These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025.

Legal advice needs to be accurate and thorough. All attorneys are expected to be knowledgeable in their areas of substantive expertise, well informed about County regulations and policies, provide advice which is practical and effective, provide creative solutions to difficult problems, maintain a high standard of ethics and integrity and work with their clients in a spirit of cooperation. All attorneys are expected to communicate clearly and concisely, keep clients sufficiently informed about the progress of their matters, return communications promptly, keep clients informed about changes in the law and complete their assignments promptly.

The following are major accomplishments in the current year:

### COLLABORATIVE COMMUNITY

- Provided assistance in complex legal proceedings concerning the assessed value of real property
- Provided legal support to development of Residential Energy Assistance Program
- Negotiated solid waste collection franchise agreement to include unincorporated areas not previously franchised
- Developed process for implementation of medical marijuana collaborative licensing ordinance
- Resolved litigation concerning damage to jail sewer system
- Development of AB 939 solid waste collection fees to offset declining revenue from Ox Mountain Disposal Site
- Defended local school district in novel, high profile lawsuit brought by charter school involving the respective rights and obligations of a district to provide facilities to a charter school under Proposition 39
- Defended Coroner in litigation of state-wide concern relating to Coroner's statutory regarding organ retention
- Continued involvement in statewide prison overcrowding litigation and implementation of order requiring the State to consult with counties to limit the adverse effects of proposed early release of inmates and sentence reform
- Assisted in effort to block a proposed legislation eliminating the 20 mile protective zone around the San Mateo County Fair's satellite wagering facility
- Provided assistance to the Board of Supervisors in establishing Charter Review Committee to review and determine if there should be any recommended Charter amendments and provided staff support to the Committee
- Provided ongoing support for San Mateo Medical Center and its with stakeholders with respect to improvements to the ACE indigent care program that has resulted in better efficiencies and cost sharing.
- Managed filing of petition on behalf of 15 jurisdictions (county and cities) to State Water Board challenging of Regional Board's NPDES permit requirements.
- Participated in Joint Powers Finance Authority lease revenue Bond refunding significantly reducing the County's interest payments
- Continued management of close-out process of La Honda slide repair work
- Successfully defended litigation seeking \$600,000 documentary transfer tax refund
- Created a master document retention program for 25 school districts with an emphasis on e-mail retention
- Assisted the County Manager's Office in leading a nationwide effort to secure federal recovery of pooled investments lost due to Lehman bankruptcy
- Continued to provide guidance through the process of the transfer of court facilities
- Continued to monitor litigation initiated by County relating to securities fraud litigation

- Created central tracking and response system for all Public Records Act requests countywide
- Assisted small rural school district with budget and construction program to avoid bankruptcy
- Won three multi-day special education hearings on behalf of school districts
- Won a decision on behalf of two school districts to deny a territory transfer
- Recovered \$548,000 in unpaid transfer tax in an action brought by a local corporation
- Drafted MOU's with other community health partners to increase access to care for the underserved as part of the Community Health Network for the Underserved
- Drafted proposed legislation to improve statewide efficiencies in the statewide system to ensure Medi-Cal coverage for foster care children who move from county to county
- Continued to assist the County Manager's Office and Board of Supervisors in identifying legal options for revenue enhancement

### Story Behind Performance

The County Counsel's Office conducted its comprehensive customer satisfaction survey in the fall of 2009. Eighty five responses were obtained, an increase of 26 responses from the 2007 survey. On average, 96% of survey respondents rated the expertise of County Counsel staff as good or better and 88% of survey respondents rated the communication and responsiveness of staff as good or better. Overall, 98% of survey respondents rated legal services provided by staff as good or better. The fall 2009 survey reflected the need to continue to improve in communication and responsiveness of staff. The Office intends to conduct the survey at two-year intervals, with the next survey scheduled for fall 2011.

In order to provide an objective measure of the efficiency of the County Counsel's Office, one of the performance measures used is cost per capita as compared to surrounding county counsel offices. While the Office continues to compare favorably with surrounding counties using this measure, last year the office introduced a new measure: County Counsel's cost as a percentage of county budget as compared with county counsel offices in surrounding counties. We continue to use these two measures of efficiency.

In recent years an increase in caseload has placed a larger burden on County Counsel staff. In the last year, cases involving the protection of children in San Mateo County have decreased, but it is not clear that this trend will continue given current economic conditions. With staffing expected to be static or to decrease, this Office will be challenged to continue to find ways to ensure responsiveness to client needs is not negatively impacted.

The County Counsel's Office continues to achieve success in resolving cases either through a positive final judgment or settlement on terms favorable to the County. The approach to every case is to perform a thorough analysis of both risk of liability and exposure to damages so that any proposal to settle is well informed. A recent report submitted by Citizens Against Lawsuit Abuse reported that

nine of the larger counties in California paid out a total of \$76.9 million in settlements and \$58.3 million in outside counsel fees during fiscal year 2008. While many factors account for these numbers, we believe that management of these cases by this office, and that fact that the County rarely retains outside counsel to defend the County, has significantly contributed to keeping litigation related cases down.

### Major Issues to be Addressed

- **Maintaining High Level of Service with Declining Revenues**—As with all departments, the Office of County Counsel will have to manage with fewer financial resources. Further, given an increased amount of attention being given to financial issues, the Office will be required “to do more with less.” The Office is committed to providing an uncompromised, high level of service on all matters and therefore will be challenged to find ways to operate more efficiently without sacrificing quality.
- **Supporting Major County Initiatives**—Because of a worsening financial situation, the County as a whole and many departments will be undertaking major initiatives that change the way the County does business. Implementation of the various “budget balancing” strategies being considered by the County will require legal analysis and advice, and legal assistance in their implementation. The Office contemplates that it will be called upon to provide increased legal services related to the development of the provision of health care for the under-insured and uninsured. The Office also anticipates increased services to assist the Public Works Department in its ongoing efforts to upgrade aging infrastructure. The Office will also be called upon to provide legal assistance to county departments in regards to the need for additional correctional facilities and implementation of a re-entry program.

### Key Department Initiatives

#### 1. Win or Resolve with the Approval of the Client, 95% of General Litigation Cases and Potential Litigation

##### Alignment to Shared Vision:

- Collaborative Community

##### Major Issues to be Addressed:

- Staffing and available resources are expected to remain static or decrease over the next several years given the current economic climate
- Caseload size is expected to increase
- Explore ways to better manage resources while maintaining responsive and high quality level services

##### Goals:

- Maintain high level of service with increased demand and decrease of resources
- Resolve legal disputes effectively and efficiently in order to conserve public resources

**Objectives:**

- Develop strategies to determine, as early as possible, the best approach to an optimal resolution to each case such as mediation, arbitration, settlement or trial
- Use experts as necessary in complicated cases to assist in evaluating exposure to liability and damages
- Use available resources within the Office such as attorneys, paralegals and secretarial staff to optimally staff each case according to the risk of liability
- Work cooperatively with the Risk Manager and client to identify, as early as possible, the risk of liability and damages in such cases
- Limit the use of outside counsel to those cases in which it is in the County's best interest to do so
- Effectively assert and litigate appropriate defenses to litigation, especially where they raise issues that are specific to public entity liability

**Major Milestones:**

- Resolved litigation concerning damage to jail sewer system
- Defended Coroner in litigation of state-wide concern relating to Coroner's statutory authority regarding organ retention
- Continued involvement in statewide prison overcrowding litigation and implementation of order requiring the State to consult with counties to limit the adverse effects of proposed early release of inmates and sentence reform
- Managed filing of petition on behalf of 15 jurisdictions (county and cities) to State Water Board challenging Regional Board's NPDES permit requirements.
- Successfully defended litigation seeking \$600,000 documentary transfer tax refund
- Assisted the County Manager's Office in leading a nationwide effort to secure federal recovery of pooled investments lost due to Lehman bankruptcy
- Continued to monitor litigation initiated by County relating to securities fraud litigation
- Recovered \$548,000 in unpaid transfer tax in an action brought by a local corporation

**Partners:**

- County departments
- County elected officials
- County agencies
- County employees
- Boards and Commissions
- School districts
- Special districts

**Other Significant Department Objectives**

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

**Achieve an Overall Customer Satisfaction Rating of 90% or Better**

- Proactively assist clients in seeking solutions rather than simply pointing out legal impediments to those solutions
- Explore ways to increase responsiveness to client request for services and improve communications with clients
- Ensure a system is in place to provide backup assistance when a clients' assigned attorney is not available
- Prepare and review Board of Supervisors Agenda items
- Use experts as necessary in complicated cases to assist in evaluating exposure to liability and damages

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of customer agencies served   |                      |                      |                        |                      |                      |
| - County departments   | 27                   | 27                   | 22                     | 22                   | 22                   |
| - School districts   | 23                   | 23                   | 24                     | 24                   | 24                   |
| - Other agencies (JPAs, Special Districts)   | 30                   | 30                   | 30                     | 31                   | 31                   |
| Number of cases  |                      |                      |                        |                      |                      |
| - Probate proceedings  | 1,257                | 1,328                | 1,350                  | 1,300                | 1,300                |
| - Children Services Litigation   | 282                  | 305                  | 350                    | 300                  | 300                  |
| - General liability  | 246                  | 366                  | 450                    | 450                  | 450                  |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of general litigation cases won or resolved with approval of client                | 100%                 | 100%                 | 95%                    | 95%                  | 95%                  |
| Attorneys per capita   | 1:<br>30,579         | 1:<br>30,453         | 1:<br>30,811           | 1:<br>30,811         | 1:<br>30,811         |
| Department cost as a percentage of the County budget as compared with surrounding counties |                      |                      |                        |                      |                      |
| - San Mateo County   | 0.46%                | 0.46%                | 0.46%                  | 0.45%                | 0.45%                |
| - Surrounding counties   | ---                  | 0.74%                | 0.73%                  | 0.73%                | 0.73%                |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Percent of customer survey respondents rating legal services good or better <sup>(1)</sup> | 98%                  | ---                  | 95%                    | ---                  | 90%                  |

<sup>(1)</sup> Customer survey is completed every other year.

**County Counsel (1600B)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Charges for Services          | 3,658,904         | 4,738,336         | 3,563,444          | 3,518,688              | (44,756)          | 3,528,688              |
| Miscellaneous Revenue         | 16,193            | 100,431           | 5,000              | 5,000                  |                   | 5,000                  |
| <b>Total Revenue</b>          | <b>3,675,097</b>  | <b>4,838,767</b>  | <b>3,568,444</b>   | <b>3,523,688</b>       | <b>(44,756)</b>   | <b>3,533,688</b>       |
| Fund Balance                  | 622,543           | 790,185           | 2,549,460          | 2,183,606              | (365,854)         | 2,183,606              |
| <b>TOTAL SOURCES</b>          | <b>4,297,640</b>  | <b>5,628,952</b>  | <b>6,117,904</b>   | <b>5,707,294</b>       | <b>(410,610)</b>  | <b>5,717,294</b>       |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 7,330,831         | 7,508,045         | 8,248,229          | 8,052,569              | (195,660)         | 8,095,069              |
| Services and Supplies         | 447,835           | 449,849           | 652,550            | 631,915                | (20,635)          | 609,415                |
| Other Charges                 | 376,675           | 347,006           | 424,636            | 432,073                | 7,437             | 422,073                |
| Fixed Assets                  | 18,041            |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b>   | <b>8,173,383</b>  | <b>8,304,900</b>  | <b>9,325,415</b>   | <b>9,116,557</b>       | <b>(208,858)</b>  | <b>9,126,557</b>       |
| Intrafund Transfers           | (1,180,254)       | (1,220,703)       | (1,172,306)        | (1,139,052)            | 33,254            | (1,139,052)            |
| <b>Net Appropriations</b>     | <b>6,993,129</b>  | <b>7,084,197</b>  | <b>8,153,109</b>   | <b>7,977,505</b>       | <b>(175,604)</b>  | <b>7,987,505</b>       |
| Contingencies / Dept Reserves | 256,665           | 1,761,212         | 1,794,750          | 1,666,449              | (128,301)         | 1,666,449              |
| <b>TOTAL REQUIREMENTS</b>     | <b>7,249,794</b>  | <b>8,845,409</b>  | <b>9,947,859</b>   | <b>9,643,954</b>       | <b>(303,905)</b>  | <b>9,653,954</b>       |
| <b>NET COUNTY COST</b>        | <b>2,952,154</b>  | <b>3,216,457</b>  | <b>3,829,955</b>   | <b>3,936,660</b>       | <b>106,705</b>    | <b>3,936,660</b>       |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                   |                        |
| Salary Resolution             | 40.0              | 40.0              | 40.0               | 38.0                   | (2.0)             | 38.0                   |
| Funded FTE                    | 37.8              | 38.2              | 38.2               | 38.0                   | (0.2)             | 38.0                   |

**FY 2010-11 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$410,610 or 6.7% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

Charges for Services

There is a decrease of \$44,756 in this funding source primarily due to a reduction in cost recovery for services provided to the County's self-insured Risk Management program.

Fund Balance

There is a decrease of \$365,854 in this funding source due to one-time use of FY 2009-10 Fund Balance for operational expenditures.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$303,905 or 3.1% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

Salaries and Benefits

There is a decrease of \$195,660 in this expenditure category primarily due to retirement contributions and health care benefits, which have been offset with the reduction of two vacant positions.

Services and Supplies

There is a decrease of \$20,635 in this expenditure category due to reduction of operating expenditures.

Other Charges

There is an increase of \$7,437 in this expenditure category due to an increase in automated service costs and facility charges.

Intrafund Transfers

There is a decrease of \$33,254 in this expenditure category due to reduction in cost reimbursement for legal services related to child protective matters.

Contingencies / Departmental Reserves

There is a decrease of \$128,301 in this expenditure category to meet Net County Cost target. The balance in General Fund Reserves represents 20.9% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,506,899.

**NET COUNTY COST**

There is an increase of \$106,705 or 2.8% in this Department's General Fund allocation primarily as a result of increased contributions to retirement and reduced cost recovery for legal services.

**FY 2011-12 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$10,000 or 0.3% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$10,000 in this funding source due to increased cost recovery for legal services relating to probate conservatorship matters.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$10,000 or 0.1% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$42,500 in this expenditure category due to merit increases and health benefits.

Services and Supplies

There is a decrease of \$22,500 in this expenditure category due to reduction in operating costs.

Other Charges

There is a decrease of \$10,000 in this expenditure category due reduced automation support service costs.



Contingencies / Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 22.5% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,635,200.

**NET COUNTY COST**

No change.

### **County Counsel (1600B) Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 40.0              | 40.0              | 40.0               | 38.0                   | (2.0)             | 38.0                   |
| Funded FTE                | 37.8              | 38.2              | 38.2               | 38.0                   | (0.2)             | 38.0                   |
| <b>Total Requirements</b> | 7,249,794         | 8,845,409         | 9,947,859          | 9,643,954              | (303,905)         | 9,653,954              |
| <b>Total Sources</b>      | 4,297,640         | 5,628,952         | 6,117,904          | 5,707,294              | (410,610)         | 5,717,294              |
| <b>Net County Cost</b>    | 2,952,154         | 3,216,457         | 3,829,955          | 3,936,660              | 106,705           | 3,936,660              |
| <b>NCC Breakdown</b>      |                   |                   |                    |                        |                   |                        |
| A-87 Cost Plan            |                   |                   | 582,277            | 582,277                |                   | 582,277                |
| Mandated Services         |                   |                   | 350,062            | 350,062                |                   | 350,062                |
| Non-Mandated Services     |                   |                   | 2,897,616          | 3,004,321              | 106,705           | 3,004,321              |

**Discretionary Net County Cost**

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,936,660 of which \$3,586,598, or 90% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and discretionary services such as litigation and consulting services.

**FY 2010-11 Program Funding Adjustments**

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and contributions to retirement; elimination of one-time Fund Balance and Reserves; and elimination of one-time projects and equipment. Reductions in Fund Balance and reduced cost recovery for self-insured litigation matters have been partially offset with increased legal fees for probate matters and implementation of cost recovery to the Expo Center.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (410,610)       | 118,052        | 33,254              | (128,301) | 433,615         | 0         |

**2. Reduction of Positions to Meet Budget Target**

One vacant Deputy County Counsel position and one vacant Legal Secretary position have been eliminated to help meet budget reduction targets. Elimination of these positions could impact timeliness of services and advice to county departments, with an indirect, but similar reduction in timeliness of services to the community.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (326,910)      | 0                   | 0        | (326,910)       | (2)       |

**TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS**

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (410,610)       | (208,858)      | 33,254              | (128,301) | 106,705         | (2)       |

**FY 2011-12 Program Funding Adjustments**

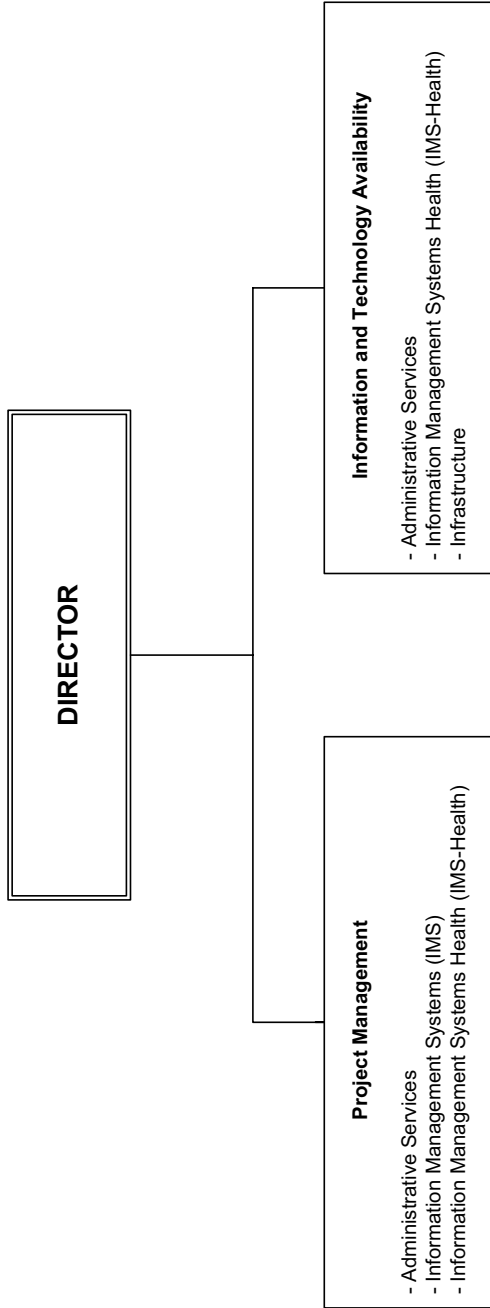
The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and contributions to retirement; and an increase in revenue for increased legal fees for probate matters.

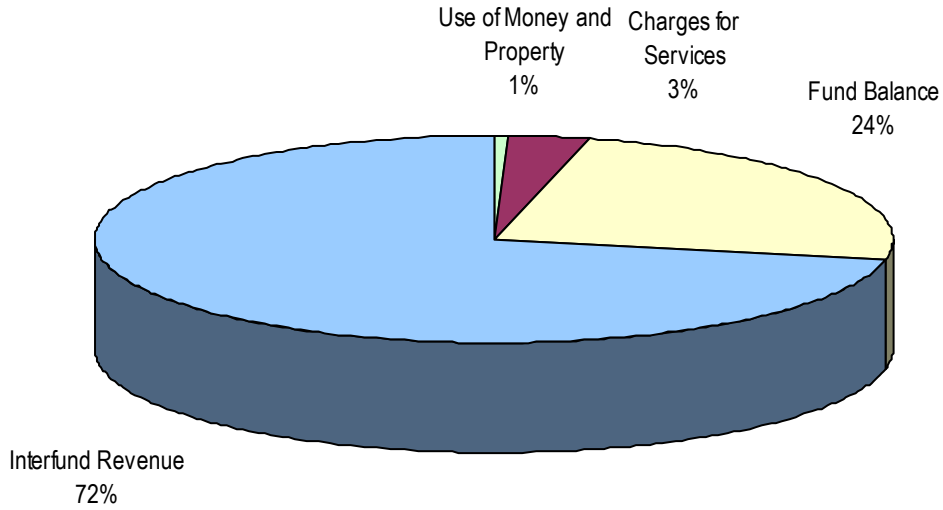
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 10,000          | 10,000         | 0                   | 0        | 0               | 0         |

# INFORMATION SERVICES

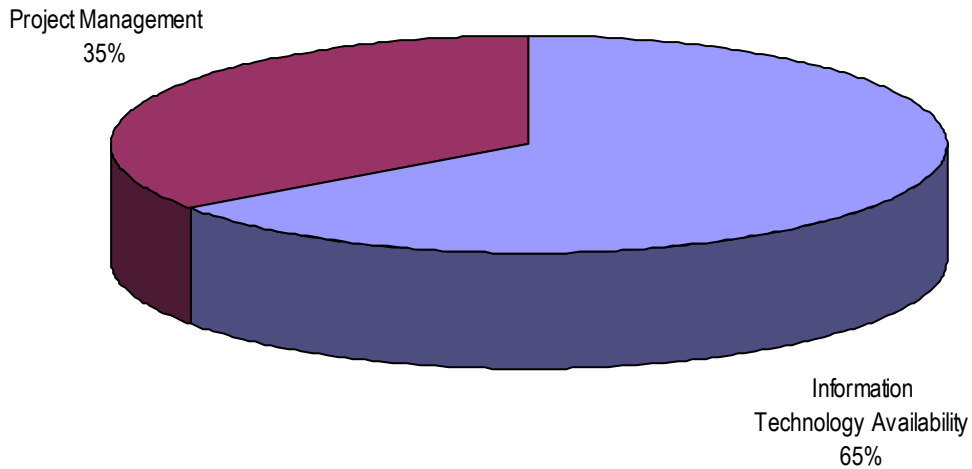


## Information Services Department

### FY 2010-11 Recommended Sources



### FY 2010-11 Recommended Requirements



**Department Locator**

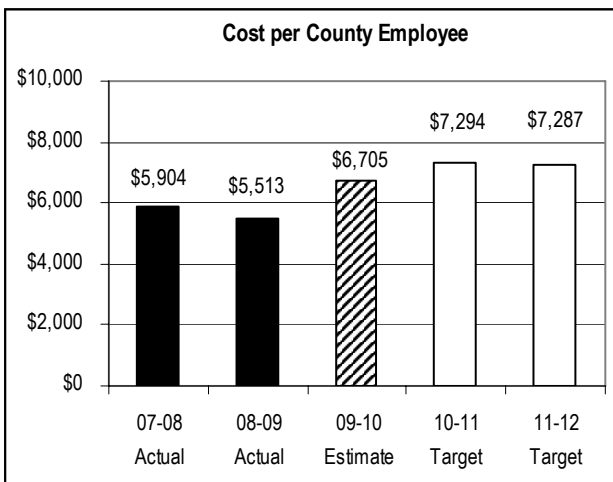
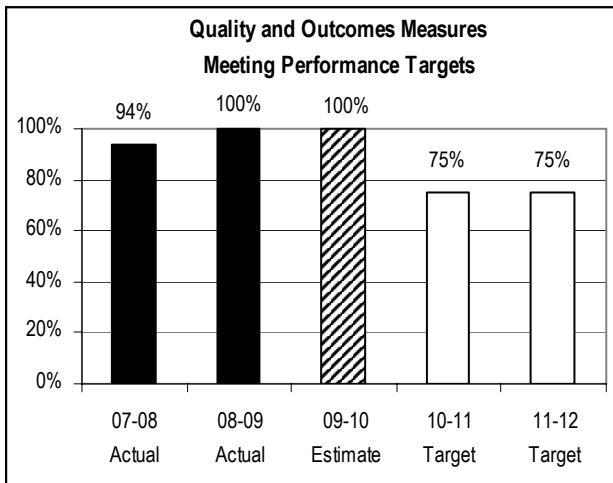
County

- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Assessor-County Clerk-Recorder
- Controller's Office
- Treasurer-Tax Collector
- Retirement (SamCERA)
- County Counsel

▷ **Information Services Department**

- Grand Jury
- Non-Departmental Services
- Contingencies
- Debt Service Fund

**Department Measures**



**Department Mission Statement**

The Information Services Department works with all County Departments to leverage Information Technology to best serve the residents of San Mateo County.

**Contributions to Shared Vision 2025 (Fiscal Years 2005 – 2009)**

**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.

• **Geographical Information System (GIS) shared services model:**

GIS is a common service provided by many cities as well as the County. Much of the GIS data stored in a city GIS is of interest to other jurisdictions. The cost of building and supporting a GIS can exceed \$100,000 annually. Over the past three years San Mateo County has developed County GIS which incorporates data from over ten cities and special districts. The cost associated with supporting County GIS will be split among the County GIS user community thereby reducing the cost per city while also providing better, more complete GIS data to all County GIS users.

**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.

• **Access San Mateo:**

Access San Mateo (Comcate) is a resident information resource hosted on the County's Internet home page. Residents use Access San Mateo to learn more about services provided by the County and to ask questions of County staff. Access San Mateo is integrated into the County's e-mail system, routing any question asked by a resident to the appropriate person for response. Response time to questions posed through the Access San Mateo system averages less than one day. To date, over one thousand County residents have used Access San Mateo.

**Major Accomplishments in FY 2009-10**

**HEALTHY COMMUNITY**

- Implementation of an e-Prescribing system. Reliance on written medication orders can pose patient safety risks. Commensurate with the Health System's ongoing effort to increase patient safety while improving patient quality, an electronic prescribing system was installed for the SMMC outpatient clinics. The e-Prescribing system has multiple, built-in safety checks to ensure that proper medications, in the proper dosage, are ordered. In addition, with e-Prescribing, a patient's prescribed drug history can easily be reviewed, and use of a pharmacy formulary enables fiscally responsible ordering.

## ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Implementing a modernized County Electronic Document Management System (EDMS). To expand the use of EDMS, ISD along with multiple County Departments began implementation of a next generation EDMS that facilitates the transition from paper-record handling to electronic document management by offering better tools to include a more intuitive user interface, improved scanning and retrieval tools and work-flow development tools. For the initial project, HR personnel records digitization, the anticipated reduction in paper Countywide is 150,000 pages per year and cabinet space reduction so far is 500 square feet.

## COLLABORATIVE COMMUNITY

- Made significant progress against the Countywide IT Strategic Plan (ITSP). The Countywide ITSP recommends IT initiatives that will provide benefits to all County departments and the community. Since its formal adoption in Fiscal Year 2008-09, over 80% of the recommended initiatives in the plan have been implemented. The outcomes of these completed initiatives include providing our residents with service-based web content spanning multiple departments, providing web content in multiple languages and the deployment of an Electronic Single Sign On system providing improved security for information stored in the County.

## Major Issues to be Addressed

- **Budget reductions**—Continuing to leverage IT during the current economic crises
- **Staffing**—Providing required levels of service with less staff
- **Modernizing Client IT**—Choosing the correct collaborative services solutions (Cloud Computing, etc.) for the County

## Key Department Initiatives

### 1. Information Technology Business Continuity Plan (IT-BCP):

#### Alignment to Shared Vision:

- Environmentally Conscious Community

#### Major Issues to be Addressed:

- Implementing new IT infrastructure concurrent with supporting the County's current infrastructure
- Supporting legacy applications in a virtual server environment

#### Goal:

- Maintain critical IT systems availability in the event of a disaster

#### Objective:

- Migration of as many applicable applications to the new environment as possible

#### Major Milestones:

- Located suitable sites for Data Center One and Data Center Two (completed)
- Selected and acquired a high availability operating system that will support our IT-BCP infrastructure (completed)
- Selected and acquired a mass storage solution that will support our IT-BCP infrastructure (completed)
- Started the data network engineering required for our IT-BCP infrastructure (ongoing)
- Conducting Departmental interviews to identify mission critical applications (ongoing)

#### Partners:

- County Manager's Office
- All County departments

#### FY 2010-11 Budget Impact:

The final budget impact is dependent on current ongoing budget discussions.

## 2. Internet Geographical Information System (GIS)

#### Alignment to Shared Vision:

- Prosperous Community

#### Major Issue to be Addressed:

- County residents are requesting GIS data from County staff resulting in increased workloads for staff and a delay in delivering GIS data to residents.

#### Goal:

- Provide the residents with an intuitive GIS tool that allows them to retrieve GIS data independently

#### Objective:

- Implement Internet GIS to include online help functionality.

#### Major Milestones:

- Researched and acquired Internet-based GIS software (completed)
- Developed a GIS portal on the County Internet (completed)
- Developed a training plan for all County departments (completed)
- Received approval from GIS Steering to move Internet GIS into production (completed)
- Developed awareness-raising campaign for County residents (ongoing)
- Developed performance measures to measure level of use of Internet GIS (ongoing)

#### Partners:

- All County departments.

#### FY 2010-2011 Budget Impact:

The final budget impact is dependent on current ongoing budget discussions.

### 3. Leading the County into new collaborative service applications

#### Alignment to Shared Vision:

- Collaborative Community

#### Major Issue to be Addressed

- The County's current dependency on Microsoft and Novell products inflate the cost of IT Countywide.

#### Goal:

- Reduce our use of Microsoft and Novell client products

#### Objective:

- Develop and implement an effective migration strategy from our current client applications to universally accessible client applications and to lower costs.

#### Major Milestones:

- Developed and distributed a framework tool by which to evaluate alternative collaborative services tools (completed)
- Established a lab environment to evaluate alternative collaborative services tools against County applications (completed)
- Developed a plan to migrate documents developed with Microsoft and Novell applications to new collaborative services applications (completed)
- Developed new client application training plan for County staff (ongoing)

#### Partners:

- All County Departments

#### FY 2010-11 Budget Impact:

The final budget impact is dependent on current ongoing budget discussions.

### 4. Regional Event Communication System (RECS)

#### Alignment to Shared Vision:

- Collaborative Community

#### Major Issue to be Addressed:

- In the event of a regional event we will be unable to coordinate a response due to non-interoperable public safety radio systems in San Mateo County.

#### Goal:

- Implement an interoperable public safety communications system and a set of protocols that can be funded during the current budget crisis.

#### Objective:

- By the end of FY 2010- 11 have the ability to communicate across all jurisdictions via a common set of radio frequencies and talk groups on the County's trunked radio system.

#### Major Milestones:

- Developed the RECS plan and associated protocols (completed)

- Developed a budget and a funding source for RECS implementation and support (completed)
- Received support for RECS from the County Sheriff's Office, as well as the Emergency Services Council (ESC). (completed).
- Acquiring equipment and providing training for the RECS user community (ongoing)

#### Partners:

- All Public Safety County departments
- County Manager's Office
- All 19 jurisdictions in San Mateo County

#### FY 2010-11 Budget Impact:

The final budget impact is dependent on current ongoing budget discussions.

### Other Significant Objectives by Program

The Information Services Department includes the following programs:

- Information and Technology Availability
- Project Management

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

#### Information and Technology Availability

- Implement geographically diverse data centers and continue virtualization efforts in support of IT-BCP

#### Project Management

- Continue to use automation tools and enhance project management skills, including discovery and coordination of grant opportunities

## Information Services Department (1800B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                    |                        |
| Use of Money and Property     | 93,474            | 94,097            | 92,926             | 92,926                 |                    | 92,926                 |
| Charges for Services          | 2,986,478         | 4,258,867         | 617,087            | 617,087                |                    | 617,087                |
| Interfund Revenue             | 11,890,393        | 12,758,848        | 12,092,969         | 12,930,063             | 837,094            | 10,876,169             |
| Miscellaneous Revenue         | 104,510           | 57,646            |                    |                        |                    |                        |
| <b>Total Revenue</b>          | <b>15,074,855</b> | <b>17,169,458</b> | <b>12,802,982</b>  | <b>13,640,076</b>      | <b>837,094</b>     | <b>11,586,182</b>      |
| Fund Balance                  | 10,964,278        | 9,639,555         | 8,346,439          | 4,350,506              | (3,995,933)        | 3,009,502              |
| <b>TOTAL SOURCES</b>          | <b>26,039,133</b> | <b>26,809,013</b> | <b>21,149,421</b>  | <b>17,990,582</b>      | <b>(3,158,839)</b> | <b>14,595,684</b>      |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits         | 17,630,185        | 19,583,137        | 23,309,834         | 22,860,261             | (449,573)          | 23,121,468             |
| Services and Supplies         | 24,450,673        | 29,401,461        | 32,840,706         | 25,945,982             | (6,894,724)        | 23,131,750             |
| Other Charges                 | 1,207,350         | 1,329,898         | 2,022,035          | 1,695,276              | (326,759)          | 1,695,276              |
| Fixed Assets                  | 1,429,536         | 778,053           | 2,588,192          | 2,362,852              | (225,340)          | 45,000                 |
| Other Financing Uses          | 286,973           | 352,002           | 366,539            | 579,041                | 212,502            | 286,089                |
| <b>Gross Appropriations</b>   | <b>45,004,717</b> | <b>51,444,552</b> | <b>61,127,306</b>  | <b>53,443,412</b>      | <b>(7,683,894)</b> | <b>48,279,583</b>      |
| Intrafund Transfers           | (28,605,139)      | (32,980,477)      | (43,688,391)       | (38,462,332)           | 5,226,059          | (37,450,063)           |
| <b>Net Appropriations</b>     | <b>16,399,579</b> | <b>18,464,074</b> | <b>17,438,915</b>  | <b>14,981,080</b>      | <b>(2,457,835)</b> | <b>10,829,520</b>      |
| Contingencies / Dept Reserves | 9,639,555         | 8,344,938         | 3,710,506          | 3,009,502              | (701,004)          | 3,766,164              |
| <b>TOTAL REQUIREMENTS</b>     | <b>26,039,133</b> | <b>26,809,013</b> | <b>21,149,421</b>  | <b>17,990,582</b>      | <b>(3,158,839)</b> | <b>14,595,684</b>      |
| <b>AUTHORIZED POSITIONS</b>   |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>      | 154.0             | 155.0             | 161.0              | 149.0                  | (12.0)             | 149.0                  |
| <b>Funded FTE</b>             | 153.1             | 154.3             | 161.6              | 148.0                  | (13.6)             | 148.0                  |



## **FY 2010-11 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$3,158,839 or 14.9% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Interfund Revenue

There is a net increase of \$837,094 in this funding source due to projects requested by the Health System for the San Mateo Medical Center. This increase is offset partially by reductions in ISD operational costs for SMMC as well as the Courts.

#### Fund Balance

There is a decrease of \$3,995,933 in this funding source due to the elimination of one-time use of Fund Balance, offset partially by FY 2009-10 contributions to Reserves.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$3,158,839 or 14.9% from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$449,573 in this expenditure category due to the elimination of twelve positions where the customer demand for services has declined. This reduction is partially offset by merit increases, contributions to retirement and health benefit costs.

#### Services and Supplies

There is a decrease of \$6,894,724 in this expenditure category due to the elimination of one-time project costs and reduction in lease costs for PCs by extending the useful life of hardware. These reductions are partially offset by vendor services and software costs for new IT initiatives including e-Gov upgrade projects, replacement of the County's Electronic Document Management System (EDMS), and IT initiatives for the Health System and Human Services Agency.

#### Other Charges

There is a net decrease of \$326,759 in this expenditure category due to the shift of repayment of the CJIS Migration loan to Intrafund Transfers, partially offset by cost of additional office space in County buildings and increased vehicle usage.

#### Fixed Assets

There is a decrease of \$225,340 in this expenditure category due to the elimination of one-time project costs. These reductions are partially offset by cost of hardware for new IT initiatives for replacement of the County's EDMS system as well as initiatives for the Health System and Human Services Agency.

#### Other Financing Uses

There is an increase of \$212,502 in this expenditure category for grant match reimbursements to the Sheriff's Office for Radio Interoperability projects.

#### Intrafund Transfers

There is a decrease of \$5,226,059 in this expenditure category due to elimination of reimbursements for one-time projects and reducing costs through extending the useful life of equipment. These reductions are partially offset by reimbursements for customer IT initiatives.

#### Contingencies / Departmental Reserves

There is a net decrease of \$701,004 in this expenditure category due to the one-time use as a bridging strategy to hold IT rates at present levels. This decrease is partially offset by annual contributions set aside for equipment and system replacements. The balance in General Fund Reserves represents 20.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$2,709,880.

### **NET COUNTY COST**

No change.

## **FY 2011-12 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$3,394,898 or 18.9% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Interfund Revenue

There is a decrease of \$2,053,894 in this funding source due to the elimination of one-time projects for the San Mateo Medical Center.

Fund Balance

There is a decrease of \$1,341,004 in this funding source due to the elimination of one-time use of fund balance as a bridging strategy to hold IT rates flat, offset partially by contributions in FY 2010-11 for equipment and system replacements.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$3,394,898 or 18.9% from the FY 2010-11 to the FY 2011-12 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$261,207 in this expenditure category due to merit increases, retirement contributions and health benefits.

Services and Supplies

There is a decrease of \$2,814,232 in this expenditure category due to the elimination of one-time costs for IT initiatives including software purchases and vendor consulting services for e-Gov upgrades, EDMS replacement, and IT initiatives for the Health System and Human Services Agency.

Fixed Assets

There is a decrease of \$2,317,852 in this expenditure category due to the elimination of one-time costs of hardware for IT initiatives including replacement of the County's EDMS system as well as initiatives for the Health System and Human Services Agency.

Other Financing Uses

There is a decrease of \$292,952 in this expenditure category due to the elimination of costs of grant matching for Radio Interoperability projects.

Intrafund Transfers

There is a decrease of \$1,012,269 in this expenditure category due to the elimination of reimbursements for one-time costs of IT initiatives.

Contingencies / Departmental Reserves

There is an increase of \$756,662 in this expenditure category due to annual contributions for equipment and system replacements. The balance in General Fund Reserves represents 34.8% of Net Appropriations, which exceeds the County 2% Reserves policy by \$3,549,573.

**NET COUNTY COST**

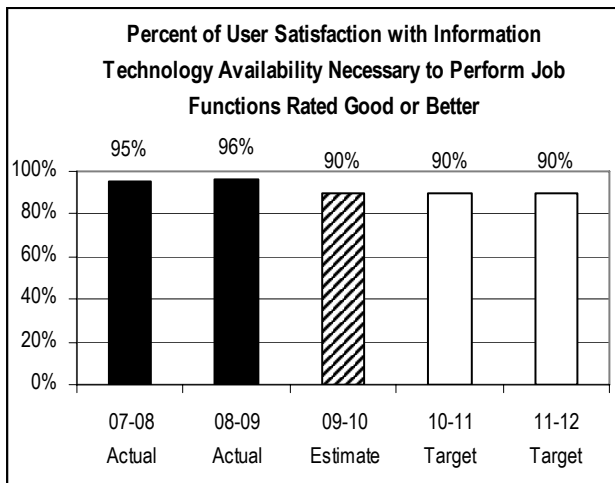
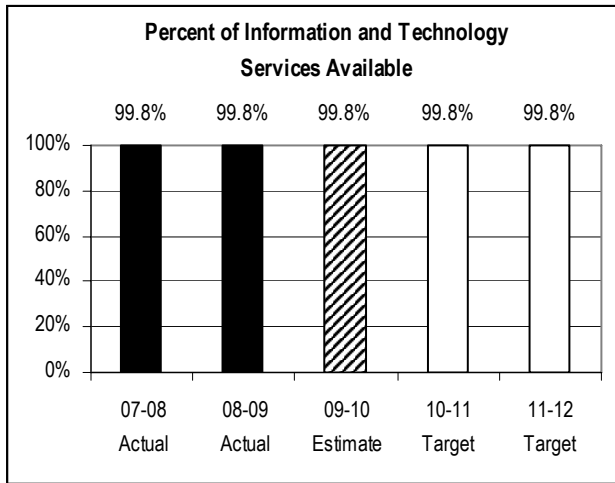
No change.

## Information and Technology Availability (1830P)

### Program Locator

County  
 Collaborative Community  
 Information Services Department  
 ▷ **Information and Technology Availability**  
 Project Management

### Headline Measures



### Program Outcome Statement

This program ensures the high availability of IT services to all County Departments as well as County residents by designing, implementing and supporting highly available infrastructure that leverages technologies including automated failover and clustering. The effectiveness of the program is measured by monitoring the availability of services including e-mail, voice, data and radio networks, file servers, databases and the eGov environment.

### Services and Accomplishments

The Information and Technology Availability Program monitors and maintains over 600 high volume devices including network appliances and file servers. These high volume network devices support over 6,600 end-point computing devices. These functions contribute primarily to the Shared Vision 2025 of a Collaborative Community. Through the ISD Service Desk, computing problems and requests are addressed in an orderly and organized fashion. All issues are managed by the Support Services team and solutions are documented and available to County departments through the knowledge-base module.

The following are major accomplishments in the current year:

- Continued development and implementation of a countywide solution to monitor compliance with the Internet Use Policy, striking an effective balance between personal use of the County's Internet connection and reducing Internet bandwidth utilization
- Met or exceeded all program availability goals
- Implemented a pilot environment for virtual desktops for increased power savings countywide
- Implemented a Voice over Internet Protocol (VoIP) converged network at HSA's 1-Davis location
- Upgraded the software components of core network appliances enabling prioritization of network traffic
- Initiated the implementation of a geographic diversity architecture in support of the County's IT Business Continuity Plan
- Deployed 52 video-conferencing end-points for meetings that are now conducted using video-conferencing technology - reducing carbon-emissions associated with driving to meetings

### Story Behind Performance

Providing the County with a high availability network computing environment is a result of both effective design and staff depth. The Program has designed the County's network computing environment to have very few single points of failure. This design approach allows for equipment failures without disconnecting users from the County computing environment. Integrated into this design is the use of adaptive technologies that fail-over automatically if a component of the computing environment fails. Also integrated into the computing environment is an automated notification system to dispatch support staff as soon as trouble is recognized. These efforts have helped ISD consistently achieve high scores in the annual telephone survey on user satisfaction.

Continuing our efforts to better provide support services, we have established a new division focused on providing support to all users within the County. The division will create staff depth through training, rotational job assignments and mentoring. As a result, the availability of support staff does not fall below acceptable levels regardless of vacation and sick time.

The number of desktops as well as file servers converted from stand-alone platforms to shared or Virtual Management platforms is expected to increase in support of the County's Green Initiative. The Information and Technology Program is migrating end-point workstations to virtual desktop environments, thereby saving energy and space while reducing CO2 emissions. This combined with server-virtualization is continuing to move the Program to "Green Computing."

- Reduce the number of mass storage devices by utilizing virtual storage arrays
- Support IT-related Green Team initiatives

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

- To maintain 99.8% availability while supporting both wired and wireless network connections
- To provide bandwidth necessary to maintain data and server redundancy between the primary Data Centers as required for the IT Business Continuity Plan (IT-BCP)
- To develop acceptance of virtual solutions as a means of achieving IT-BCP and Disaster Recovery (DR) to ensure the availability of mission critical applications
- To manage the emerging infrastructure while maintaining legacy systems
- To eliminate any remaining single points of failure within the computing environment
- To develop the road map for convergence of voice and data networks utilizing VoIP, including staff training

**Program Objectives**

The Information and Technology Availability Program will meet performance targets by doing the following:

Maintain 99.8% Availability Across the County IT Infrastructure

- Provide support for core IT services to all County departments allowing them to focus on their specific programs
- Continue to develop the Support Services division to include staff development, development of innovative processes and procedures, as well as implementation of software and hardware capable of resolving support requests remotely
- Continue to develop user self-service tools and processes
- Complete implementation of geographically diverse Data Centers capable of hosting mission critical applications
- Eliminate any remaining single points of failure in the County's computing environment
- Continue to deploy server virtualization to support IT Business Continuity and Disaster Recovery Plans
- Deploy desktop virtualization to support IT Business Continuity, Disaster Recovery Plans and green computing.
- Support Departmental interest in wireless technologies while maintaining high availability and effective security
- Complete a strategic plan for implementing countywide VoIP
- Support San Mateo County Cool County Initiatives
- Reduce the number of physical servers by utilizing virtualization technologies
- Reduce the number of desktops by utilizing virtualization technologies

**Performance Measures Summary Table**

| <b>Performance Measures</b>   | <b>FY 2007-08<br/>Actual</b> | <b>FY 2008-09<br/>Actual</b> | <b>FY 2009-10<br/>Estimate</b> | <b>FY 2010-11<br/>Target</b> | <b>FY 2011-12<br/>Target</b> |
|---|------------------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>What / How Much We Do (Effort)</b>   |                              |                              |                                |                              |                              |
| Number of County IT end-point devices:  |                              |                              |                                |                              |                              |
| - Voice   | 8,206                        | 8,317                        | 8,100                          | 8,000                        | 8,000                        |
| - Radio   | 1,497                        | 1,519                        | 1,500                          | 1,500                        | 1,500                        |
| - Computers / printers  | 6,388                        | 6,691                        | 6,300                          | 6,300                        | 6,300                        |
| Security Measure:   |                              |                              |                                |                              |                              |
| - Number of incoming e-mail viruses blocked <sup>(1)</sup>  | 19,597                       | 82,708                       | 250,000                        | 250,000                      | 250,000                      |
| - Number of spam messages blocked <sup>(2)</sup>  | 77,339,337                   | 60,000,000                   | 30,000,000                     | 30,000,000                   | 30,000,000                   |
| Service Desk Call Volume  | 26,797                       | 19,377                       | 20,000                         | 20,000                       | 20,000                       |
| Number of file servers converted from stand-alone platforms to shared or Virtual Management platforms                         | ---                          | 64                           | 300                            | 320                          | 340                          |
| <b>How Well We Do It (Quality / Efficiency)</b>   |                              |                              |                                |                              |                              |
| Percent of Service Desk calls responded to within Service Level commitments:  |                              |                              |                                |                              |                              |
| - Emergency calls   | 100%                         | 100%                         | 100%                           | 100%                         | 100%                         |
| - Critical calls  | 100%                         | 100%                         | 100%                           | 100%                         | 100%                         |
| - High calls  | 100%                         | 100%                         | 100%                           | 100%                         | 100%                         |
| - Routine calls   | 100%                         | 100%                         | 100%                           | 100%                         | 100%                         |
| Technology staff to PC maintenance ratio (ISD supported PC's only)  | 1:245                        | 1:252                        | 1:250                          | 1:250                        | 1:250                        |
| Percent of IT devices and applications meeting availability goals:  |                              |                              |                                |                              |                              |
| - Network devices   | 96%                          | 98%                          | 95%                            | 95%                          | 95%                          |
| - File servers  | 100%                         | 100%                         | 98%                            | 98%                          | 98%                          |
| Percent of County PC's using server-based PC Power-Management software <sup>(3)</sup>   | ---                          | 100%                         | 95%                            | 95%                          | 95%                          |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>   |                              |                              |                                |                              |                              |
| Number of unplanned unscheduled major outages   | 5                            | 2                            | 3                              | 3                            | 3                            |
| Percent of time information and technology services are available   | 99.8%                        | 99.8%                        | 99.8%                          | 99.8%                        | 99.8%                        |
| Percent of user satisfaction with information technology availability necessary to perform job functions rated good or better | 95%                          | 96%                          | 90%                            | 90%                          | 90%                          |

(1) The surge of e-mail viruses in FY 2009-10 is attributed to the efforts to exploit Windows software security vulnerabilities as well as other software vulnerabilities.

(2) The increase in the number of spam messages blocked is due to increasing spam e-mail being sent by spammers and by the addition of a third tier of spam e-mail defense software. The number of spam messages blocked decreased from FY 2008-09 to FY 2009-10 because the spam defense software is now pre-blocking e-mail from known spamming domains before it gets evaluated as spam and therefore is not counted.

(3) Not all PC's in the County are candidates for the PC Power Management software as some need to be available at any time i.e., Public Safety Dispatch workstations.

## Information and Technology Availability (1830P) Resource Allocation Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 76.0              | 82.0              | 90.0               | 85.0                   | (5.0)             | 85.0                   |
| Funded FTE                | 75.1              | 81.3              | 89.3               | 84.0                   | (5.3)             | 84.0                   |
| <b>Total Requirements</b> | 23,948,662        | 21,437,908        | 13,765,106         | 11,710,540             | (2,054,566)       | 10,441,026             |
| <b>Total Sources</b>      | 12,747,322        | 11,388,534        | 13,765,106         | 11,710,540             | (2,054,566)       | 10,441,026             |
| <b>Net County Cost</b>    | 11,201,341        | 10,049,374        |                    |                        |                   |                        |

### Discretionary Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

### FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and contributions to retirement; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contracts; reductions in personal computer (PC) leases by extending warranties and therefore increasing the useful life of computers; and increased Reserves for equipment replacements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,054,566)     | (2,733,371)    | 175,805             | 503,000  | 0               | 4         |

#### 2. Position Reductions

The following nine positions have been eliminated: two Productions Services Technicians, one filled and one vacant; one filled Lead Production Services Technician; one filled Senior Systems Engineer; one filled Advisory Systems Engineer; and one vacant Associate Systems Engineer, one vacant Information Technology Supervisor, one vacant Telephone Services Analyst, and one vacant Systems

Engineer. The work performed by these positions are in areas where there is decreasing or no client demand and minimal impact on services is anticipated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (1,209,636)    | 1,209,636           | 0        | 0               | (9)       |

### 3. One-Time Bridging Strategy and Use of Reserves

The use of Reserves will provide a one-time bridging strategy while additional cost savings initiatives are identified and new Countywide IT services are developed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0               | 0              | 1,772,514           | (1,772,514) | 0               | 0         |

### 4. Information Technology Initiatives

Funding is included to assist the Human Services Agency (HSA) move their staff to an Active Directory platform and replace 300 of their user's PCs with virtual desktops; to purchase equipment for HSA's front office imaging project and to migrate HSA's intranet from their current environment to a countywide platform.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | 776,590        | (776,590)           | 0        | 0               | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves    | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (2,054,566)     | (3,166,417)    | 2,381,365           | (1,269,514) | 0               | (5)       |

### FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and retirement contributions; elimination of one-time Fund Balance; and elimination of one-time projects and equipment.

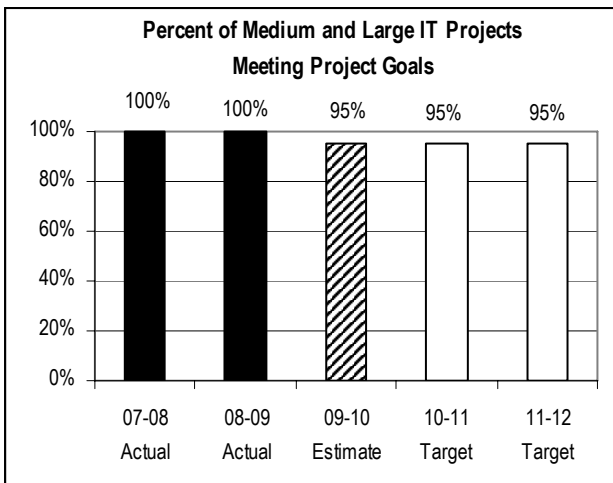
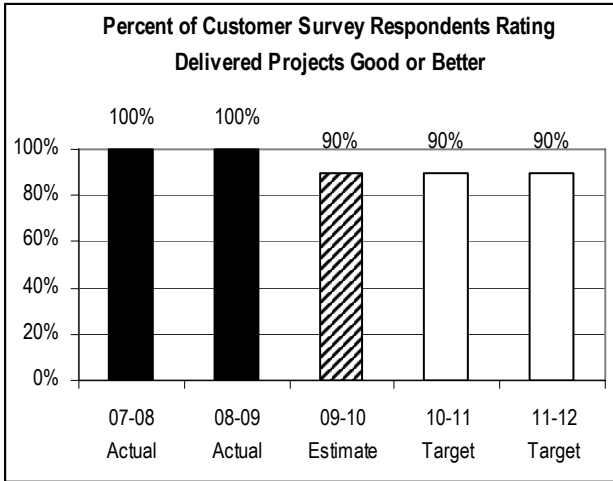
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,269,514)     | (1,697,669)    | (259,845)           | 688,000  | 0               | 0         |

## Project Management (1840P)

### Program Locator

County  
 Collaborative Community  
 Information Services Department  
 Information and Technology Availability  
 ▷ **Project Management**

### Headline Measures



### Program Outcome Statement

The Project Management Program assists all County departments in achieving desired program outcomes by providing cost-effective Information Technology (IT) solutions, project planning, prioritization, coordination, facilitation and implementation services.

### Services and Accomplishments

The Project Management Program is responsible for providing support for a broad range of IT services, including application analysis, development and project management. The Program's

purpose is to manage the use of these services for the County through effective and efficient planning, coordination and monitoring. These functions primarily contribute to Shared Vision 2025 of a Collaborative Community.

The following are major accomplishments in the current year:

- Reduced use of paper processes through several initiatives to include:
- Established the Countywide use of electronic pay advices, decreasing the County's payroll costs for printing and distribution of pay advices
- Implemented an Ambulatory Electronic Medical Record (AEMR) in all of the clinics Countywide, thereby eliminating the use of paper charts and increasing access to patient information
- Established electronic report distribution for previous mainframe-based processes
- Reduced the potential for medication errors by implementing e-Prescribing so that the prescriptions are legible and consolidated in a single medication list
- Developed a paperless process through the use of the County's Electronic Document Management System (EDMS) for monthly invoicing sent to customers, reducing operating costs
- Behavioral Health and Recovery Services (BHRS) completed a pilot for scanning current chart documents, creating electronic mental health records, through the e-Clinical Care (eCC) project
- Other Major Accomplishments in the current year include:
- Coordinated with all County departments to provide residents with a direct feedback website through the Access San Mateo (Comcate) rollout
- Established a public-facing Geographical Information System (GIS) portal site that allows residents to find property information quickly, within a clickable map-based interface
- Continued the implementation of the electronic Project Management Office (ePMO) with enhancements and workflow
- Completed the pilot-phase of an ID Management and Enterprise Single Sign On (ESSO) solution with 300+ workstations configured, 30+ applications included and over 300 participants
- The ISD grants initiative involves working with the American Recovery and Reinvestment Act (ARRA) Grants Committee to ensure a coordinated and consistent effort in pursuing all ARRA funds

### Story Behind Performance

FY 2009-10 is the seventh year that the Project Management Program has been in place. This Program continues to show benefits including increased consistency and quality of project materials as well as high customer satisfaction. Based on customer survey responses received during FY 2009-10, the Program continues to maintain a high satisfaction rating with delivered projects and will exceed performance targets for our Customer Satisfaction headline measure. This is achieved by using best practices derived from Project Management Institute (PMI)



methodologies. The Program continues to enhance staff knowledge of PMI techniques and incorporate methods to improve project life cycle processes. With the uncertain economic environment, some projects are being postponed, are requiring additional time or are being canceled. An anticipated reduction in IT projects Countywide may impact the number of cross-departmental projects and the number of projects completed or in process.

A key element of this Program is to identify, promote and provide IT leadership for cross-departmental and / or countywide projects. An example of a cross-departmental project is the migration of the Alcohol and Other Drug (AOD) business processes, application and support from the Human Services Agency to the Health System's Behavioral Health and Recovery Services (BHRS) division.

An example of a countywide project is the implementation of the Countywide eGovernment (eGov) platform upgrade to a portal-based website that allows service-based content delivery, rather than departmental-based content delivery.

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

- To prioritize projects that benefit County clients and County residents the most
- To maintain high-quality IT service levels during the current economic crises
- To identify project opportunities where a reduction in County costs can be achieved through consolidation or automation within cross-departmental, Countywide or geographic regional initiatives
- To retrain staff to support next generation technologies

**Program Objectives**

The Information Technology Project Management Program will meet performance targets by doing the following:

At Least 95% of IT Projects will Follow Established Project Management Procedures

- Continue to refine Project Management program processes and procedures
- Continue to leverage automation tools to better manage project workload
- Maintain training and education of staff on Project Management Institute (PMI) best practices

At Least 85% of IT Projects will be Completed on Time and Within Budget

- Manage projects by setting realistic project time lines, budget and scope targets
- Consistently follow ISD Project Management processes and procedures, specifically the Project Change Control process

Achieve at Least 95% Rate of Completed Projects Meeting Project Goals

- Emphasize the importance of defining project goals with departments
- Periodically review and communicate goals throughout the Project

Achieve at Least 90% Good or Better Customer Satisfaction Rating for Completed Projects

- Continue to promote the value, importance and benefits of following Project Management processes
- Provide customer departments services at agreed upon service levels
- Incorporate constructive feedback received in project completion surveys

**Performance Measures Summary Table**

| Performance Measures   | FY 2007-08<br>Actual | FY 2008-09<br>Actual | FY 2009-10<br>Estimate | FY 2010-11<br>Target | FY 2011-12<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>What / How Much We Do (Effort)</b>  |                      |                      |                        |                      |                      |
| Number of IT projects completed (projects / activities) <sup>(1)</sup>                               | 54                   | 30                   | 30                     | 30                   | 30                   |
| Number of IT projects in progress <sup>(1)</sup>   | 111                  | 70                   | 60                     | 60                   | 60                   |
| <b>How Well We Do It (Quality / Efficiency)</b>  |                      |                      |                        |                      |                      |
| Percent of medium and large IT projects that follow established Project Management procedures        | 100%                 | 100%                 | 95%                    | 95%                  | 95%                  |
| Percent of medium and large IT projects completed on time  | 85%                  | 85%                  | 85%                    | 85%                  | 85%                  |
| Percent of medium and large IT projects completed within budget                                      | 88%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| <b>Is Anyone Better Off? (Outcome / Effect)</b>  |                      |                      |                        |                      |                      |
| Number of projects that are cross-departmental <sup>(2)</sup>  | 21                   | 9                    | 10                     | 10                   | 10                   |
| Percent of medium and large IT projects meeting project goals  | 100%                 | 100%                 | 95%                    | 95%                  | 95%                  |
| Percent of customer survey respondents rating satisfaction with delivered projects as good or better | 100%                 | 100%                 | 90%                    | 90%                  | 90%                  |

<sup>(1)</sup> The number of medium-to-large IT projects has decreased because of budget constraints.

<sup>(2)</sup> The Standish Group "CHAOS Summary 2009" report shows only 32% of IT projects are delivered on time, on budget, with required functions. This represents a decrease in the success rates from previous studies over the past decade.

### **Project Management (1840P) Resource Allocation Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution         | 78.0              | 73.0              | 71.0               | 64.0                   | (7.0)             | 64.0                   |
| Funded FTE                | 78.0              | 73.0              | 72.3               | 64.0                   | (8.3)             | 64.0                   |
| <b>Total Requirements</b> | 2,090,472         | 5,371,104         | 7,384,315          | 6,280,042              | (1,104,273)       | 4,154,658              |
| <b>Total Sources</b>      | 13,291,811        | 15,420,478        | 7,384,315          | 6,280,042              | (1,104,273)       | 4,154,658              |
| <b>Net County Cost</b>    | (11,201,340)      | (10,049,374)      |                    |                        |                   |                        |

## Discretionary Net County Cost

This Program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

## FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and contributions to retirement; and mid-year position changes within the Department; elimination of one-time Fund Balance; elimination of one-time projects and equipment; reductions in contract expenditures; and increased reserves for equipment replacements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (3,158,167)     | (7,628,970)    | 3,762,141           | 708,662  | 0               | (4)       |

### 2. Position Reductions

The following three positions have been eliminated: one filled Administrative Services Manager I, one vacant Project Manager and one vacant Systems Engineer. The work performed by these positions are in areas where there is decreasing or no client demand and minimal impact on services is anticipated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0               | (485,001)      | 485,001             | 0        | 0               | (3)       |

### 3. Information Technology Initiatives

Funding is included to implement an Identity Management system to provide authentication, access control, and user account administration; e-Gov upgrade projects to include digitization of the County's green directory book (gray pages); migration of the County's Electronic Document Management System (EDMS) onto a new platform with an intuitive front end as well as a work-flow management system; IT projects requested by the Health System to include replacement of the current Materials Management and Tracemaster (EKG) systems at the San Mateo Medical Center; and utilizing grants to procure a mobile van for dental care throughout the County and to expand medical and dental services at the existing Coastsides Clinic.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,053,894       | 3,596,494      | (1,542,600)         | 0        | 0               | 0         |

### 4. One-Time Bridging Strategy and Use of Reserves

The use of Reserves will provide a one-time bridging strategy while additional cost savings initiatives are identified and new Countywide IT services are developed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves  | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0               | 0              | 140,152             | (140,152) | 0               | 0         |

### TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,104,273)     | (4,517,477)    | 2,844,694           | 568,510  | 0               | (7)       |

**FY 2011-12 Program Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; contributions to retirement; elimination of one-time Fund Balance; and elimination of one-time projects and equipment.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,125,384)     | (3,466,160)    | 1,272,114           | 68,662   | 0               | 0         |

## Grand Jury (1920B)

### Budget Unit Locator

County

- Collaborative Community
  - Board of Supervisors
  - County Manager / Clerk of the Board
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - Treasurer-Tax Collector
  - Retirement (SamCERA)
  - County Counsel
  - Information Services Department

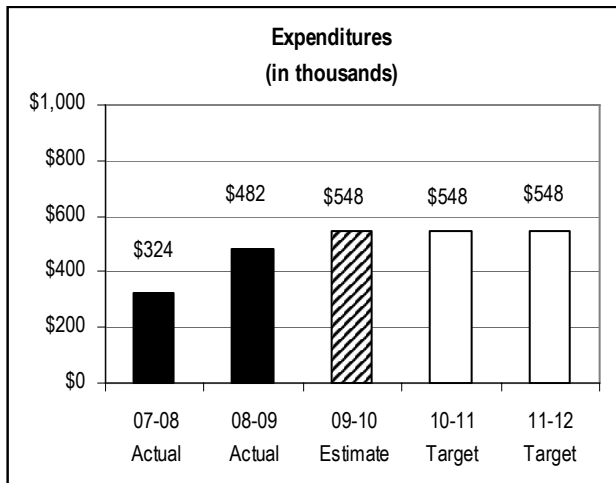


#### Grand Jury

- Non-Departmental Services
- Contingencies
- Debt Service Fund

### Budget Unit Description

The San Mateo County Civil Grand Jury is a statutory body impaneled annually for the purpose of general investigating activities related to local government. The Grand Jury may investigate any department of San Mateo County government, any city in the County, any of the special districts in the County or in certain cases, non-profit organizations or agencies in the County. The Grand Jurors are selected by the Superior Court and are under the guidance of a Superior Court Judge. However, the Grand Jury functions as an independent body and the direction of its investigations are determined by the Grand Jury itself. Specific areas of concern are documented and appropriate recommendations are made. This report is submitted to the Board of Supervisors. A formal response is required within 60 days by elected officials and 90 days by all others. A separate Criminal Grand Jury is drawn by order of the Presiding Judge, as necessary, for the purpose of returning criminal indictments.



### Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$547,968 or 81%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

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

Budget adjustments have been made as follows: the FY 2010-11 contract for financial audit services with Macias, Gini and Company LLP is \$394,877. Appropriation for the previous contract and other minor operating costs have been eliminated and appropriation for the new contract has been added.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 0         |
| Appropriations      | (394,877) |
| Appropriations      | 394,877   |
| Intrafund Transfers | 0         |
| Reserves            | 0         |
| Net County Cost     | 0         |
| Positions           | 0         |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 the FY 2011-12 Recommended Budget:

No change. The current contract for financial audit services with Macias, Gini and Company LLP will expire on June 30, 2011 and the County will work with Macias, Gini and Company LLP during the fiscal year to negotiate a new three year contract.

**Grand Jury (1920B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                               | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                |                   |                   |                    |                        |                   |                        |
| Fund Balance                  |                   | 128,523           | 128,523            | 128,523                |                   | 128,523                |
| <b>TOTAL SOURCES</b>          |                   | 128,523           | 128,523            | 128,523                |                   | 128,523                |
| <b>REQUIREMENTS</b>           |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits         | 44,448            | 46,525            | 53,960             | 50,000                 | (3,960)           | 50,000                 |
| Services and Supplies         | 273,377           | 432,194           | 481,308            | 489,468                | 8,160             | 489,468                |
| Other Charges                 | 5,835             | 3,341             | 12,700             | 8,500                  | (4,200)           | 8,500                  |
| <b>Gross Appropriations</b>   | 323,660           | 482,060           | 547,968            | 547,968                |                   | 547,968                |
| <b>Net Appropriations</b>     | 323,660           | 482,060           | 547,968            | 547,968                |                   | 547,968                |
| Contingencies / Dept Reserves |                   | 128,523           | 128,523            | 128,523                |                   | 128,523                |
| <b>TOTAL REQUIREMENTS</b>     | 323,660           | 610,583           | 676,491            | 676,491                |                   | 676,491                |
| <b>NET COUNTY COST</b>        | 323,660           | 482,060           | 547,968            | 547,968                |                   | 547,968                |

## Non-Departmental Services (8000B)

### Budget Unit Locator

County

- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Assessor-County Clerk-Recorder
- Controller's Office
- Treasurer-Tax Collector
- Retirement (SamCERA)
- County Counsel
- Human Resources
- Information Services Department
- Grand Jury

- ▷ **Non-Departmental Services**
- Contingencies
- Debt Service Fund

### Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenue, including Property Tax, Sales and Use Tax, Transient Occupancy Tax (TOT) and Interest earnings. Revenue transfers from other funds are budgeted here, including A-87 indirect overhead cost recovery from Non-General Fund departments. These revenues, along with Non-Departmental Fund Balance, are used to offset any Net County Cost in General Fund departments. Non-Departmental Reserves and appropriations that benefit many or all County departments such as information technology, facility repairs, capital improvement projects and debt service payments, are also budgeted in this unit.

### Discretionary Net County Cost

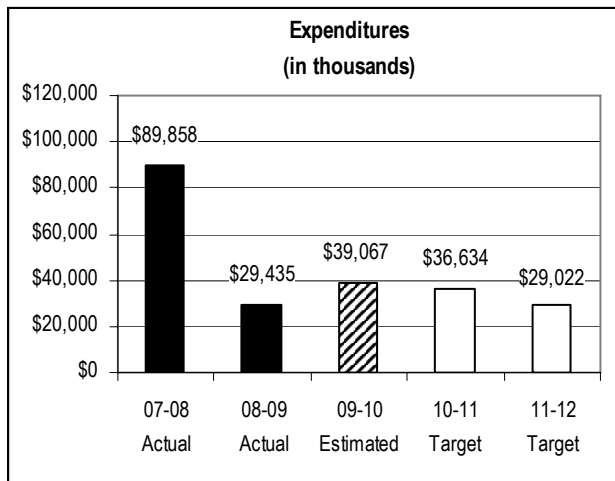
The Net County Cost in this budget unit is always negative because it includes more revenue and Fund Balance than it does appropriations and Reserves. This negative amount offsets Net County Cost budgeted in other General Fund departments. For FY 2010-11, this budget includes \$5,242,817 for debt service and \$2 million for the portion of the County's Annual Required Contribution (ARC) for retiree health benefits not directly funded by operating departments. The discretionary portion of this budget includes \$29,391,636 in appropriations for Countywide technology and capital improvement projects; the County's annual contribution to the Children's Health Initiative; retirement and retiree health actuarial studies and analysis; the County Fire Protection subsidy; rent stabilization funding for General Fund departments; County's projected share of the November 2010 Gubernatorial election costs; and other mandated services with no maintenance-of-effort requirements. In February 2010 the Board adopted updates to the County Reserves Policy that increased the minimum reserves requirements for new technology and capital improvement projects and added a new five percent General Reserves requirement. Pursuant to the updated policy, budgeted reserves total \$142,580,735, as follows: technology and capital improvement projects of \$4 million; five percent General Reserves requirement of \$51,174,238; and Reserves in excess of the minimum requirement of \$87,406,497.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

#### 1. Current Level Budget Adjustments

Budget adjustments have been made as follows: Fund Balance has been increased by \$6.4 million due to the return of property taxes borrowed by the State through the Proposition 1A securitization of \$20.7 million and Excess ERAF of \$87.8 million apportioned to the General Fund during FY 2009-10, offset by the County's projected structural deficit in FY 2009-10 of \$89.2 million and one-time expenditures of \$13 million, including a loan of \$2.5 million to the La Honda / Pescadero Unified School District; a loan to Criminal Justice departments of \$5.9 million to migrate the Criminal Justice Information System (CJIS) off of the mainframe; estimated costs for the June 2010 Gubernatorial primary of \$2.5 million; and a County match of \$1.8 million for a solar genesis project at the Redwood City campus. Revenues are decreased by \$8.6 million due to the elimination of one-time Excess Educational Revenue Augmentation Fund (ERAF) revenues of \$29.3 million, partially offset by the re-appropriation of Property Taxes borrowed by the State. Reductions in Appropriations and Intrafund Transfers are primarily due to the elimination of one-time items and contingencies for elections, Countywide capital and technology projects, Health System redesign, payroll system upgrade, and judgements and forfeitures. Capital and technology projects in progress have been



reappropriated. Reserves are reduced to reflect adjustments to Fund Balance and Revenues, elimination of one-time items and contingencies, increases in Net County Cost allocated to operating departments, and reduced general purpose revenues (see below).

|                     |              |
|---------------------|--------------|
| Revenue/Sources     | (2,162,526)  |
| Appropriations      | (30,496,113) |
| Intrafund Transfers | 1,136,404    |
| Reserves            | (12,173,905) |
| Net County Cost     | (39,371,088) |
| Positions           | 0            |

## **2. General Revenue Adjustments**

General revenue sources have been adjusted based on historical and current year receipts as well as anticipated trends. Due to the slowdown in the housing market, and the related implementation of Proposition 8 automatic reassessments of residential and commercial properties in geographic locations hit hardest by the slowdown, growth in Secured Property Tax revenue has been reduced by a negative one percent in FY 2010-11 and no growth is anticipated in FY 2011-12. Property Tax In-Lieu of Vehicle License Fees, which track with the secured roll, have also been reduced by one percent. Property Tax Supplementals have been reduced by five percent to account for negative supplementals that result from reduced reassessments. Unsecured Property Tax revenue, primarily from airlines and businesses at San Francisco Airport, have been increased 16.3% to reflect FY 2009-10 levels. Despite the return of jet fuel proceeds to the County beginning January 1, 2008, Sales Tax revenue has been reduced 16% due to declining sales activity and jet fuel prices. Interest earnings have been reduced 46.7%, reflecting an assumption of one percent pool earnings, due to the conservative investment approach brought on by the Lehman Brothers' bankruptcy, low interest rates and the instability of the financial markets. Given the State budget crisis, no revenues from state-mandated cost reimbursements (SB90) have been included.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (6,397,830) |
| Appropriations      | 0           |
| Intrafund Transfers | 0           |
| Reserves            | 0           |
| Net County Cost     | 6,397,830   |
| Positions           | 0           |

## **3. Property Tax In-Lieu of Vehicle License Fees (VLF)**

In 2004, State law eliminated the types of VLF backfill payments previously paid to counties and cities and replaced them with

property tax revenues ("in-lieu VLF amounts"). The property taxes used to pay the In-Lieu VLF amounts are diverted from each county's ERAF, and if insufficient funds exist in a county's ERAF, then additional funds are transferred directly from Revenue Limit District (non-Basic Aid) property tax revenues. All In-Lieu VLF amounts transferred from a district's ad valorem property taxes are then backfilled by the State. Under this system, as the number of Basic Aid districts in a county increases, the pool of property tax revenues from which to draw on for the In-Lieu VLF amounts shrink, making it possible for a county to have no ERAF from which to draw or have so few Revenue Limit Districts that neither the ERAF nor the property taxes received by Revenue Limit Districts is sufficient to pay the In-Lieu VLF amount. If and when the Community College District becomes a Basic Aid district, it appears that the County and cities would face a VLF shortfall of \$11 million. The County's share would be \$6.4 million. The State Chancellor's Office projects that the Community College District will likely achieve Basic Aid status in FY 2010-11. Further, the County foresees a general trend of increasing numbers of school districts achieving Basic Aid status, which absent any changes to existing statutes, will inevitably lead to a shortfall in VLF for the County and cities. As a result, the County is conservatively reducing its VLF revenue in FY 2010-11. The County is in the process of reaching out to other counties throughout the State in order to explore potential legislative solutions to address this issue.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (6,425,393) |
| Appropriations      | 0           |
| Intrafund Transfers | 0           |
| Reserves            | 0           |
| Net County Cost     | 6,425,393   |
| Positions           | 0           |

## **4. Health Plan of San Mateo Intergovernmental Transfers (HPSM IGT)**

Since 2007 the General Fund has provided an annual match to the State Department of Health Care Services to draw down additional Medi-Cal dollars for the Medical Center. To provide the Medical Center with additional operating cash during the fiscal year, these payments to the State have been in addition to the General Fund subsidy to the Medical Center, effectively providing monthly cash advances to the Medical Center while waiting for the funds from the State. Prior to year-end close, the Medical Center has reimbursed the General Fund for these advances. The County is changing this approach and incorporating the HPSM IGTs into the General Fund subsidy. As a result, the repayment of these advances from the Medical Center are eliminated and a corresponding reduction is made to the General Fund subsidy in the Medical Center



Contribution budget unit (5850B). There is no Net County Cost impact as a result of this procedural change.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (9,000,000) |
| Appropriations      | 0           |
| Intrafund Transfers | 0           |
| Reserves            | 0           |
| Net County Cost     | 9,000,000   |
| Positions           | 0           |

#### 5. Local Property Tax (Excess ERAF)

Property tax contributions made in excess of mandated school funding levels will continue to be returned to the County in FY 2010-11. These funds will be set-aside in Reserves for future one-time purposes, such as paying down unfunded liabilities for Retirement and Retiree Health, capital improvement projects and debt service.

|                     |            |
|---------------------|------------|
| Revenue/Sources     | 44,629,557 |
| Appropriations      | 0          |
| Intrafund Transfers | 0          |
| Reserves            | 44,629,557 |
| Net County Cost     | 0          |
| Positions           | 0          |

#### 6. Technology and Capital Improvement Projects

Funding has been included for ongoing maintenance of Countywide technology and implementation of new technology initiatives, including cloud computing exploration, Electronic Data Management System (EDMS) platform migration, e-Gov and Geographic Information System (GIS) projects, and disaster recovery strategies. New capital projects include maintenance and improvements to various County-owned facilities. A list of funded projects can be found in the Capital Projects Fund budget unit (8500D).

|                     |              |
|---------------------|--------------|
| Revenue/Sources     | 0            |
| Appropriations      | 11,417,657   |
| Intrafund Transfers | 0            |
| Reserves            | (11,417,657) |
| Net County Cost     | 0            |
| Positions           | 0            |

#### 7. November 2010 Gubernatorial Election

Funds are appropriated to reimburse the Elections Division (1330P) for the cost of the statewide Gubernatorial primary election scheduled for November 2010. These costs will not be reimbursed by the State as this is a regularly scheduled election.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 0         |
| Appropriations      | 952,770   |
| Intrafund Transfers | 0         |
| Reserves            | (952,770) |
| Net County Cost     | 0         |
| Positions           | 0         |

#### 8. Structural Fire Fund Deficit

Property Taxes that accrue to the Structural Fire Fund are based on a mix of tax rate areas that have a large share of unsecured taxes that is not proportional to the rest of the County. While Unsecured Property Taxes account for 6.4% of the County's total property tax revenue, they account for 50% of the taxes in Structural Fire's tax rate areas. As a result, the Structural Fire Fund's property tax growth has not been able to keep pace in rising costs. Since FY 2005-06, the County has backfilled deficits in the Structural Fire Fund by \$4.2 million. The County continues to explore other alternatives to eliminate the Structural Fire Fund's dependence on General Fund support.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | 0           |
| Appropriations      | 1,050,791   |
| Intrafund Transfers | 0           |
| Reserves            | (1,050,791) |
| Net County Cost     | 0           |
| Positions           | 0           |

#### 9. Rent Stabilization for Facilities Maintenance and Operations

Funding is provided to the Facilities and Operations Division of Public Works for a second consecutive year to keep County-owned facility rent charges flat in FY 2010-11. This represents one-time

funding and is provided from savings realized by the transfer of court facilities to the State during FY 2008-09.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | 0           |
| Appropriations      | 1,045,498   |
| Intrafund Transfers | 0           |
| Reserves            | (1,045,498) |
| Net County Cost     | 0           |
| Positions           | 0           |

#### **10. Recorder's Office Bridge Loan**

Due to the housing market slowdown and corresponding reductions in property transaction related revenues, including Document Recording Fees, the Recorder's Office was provided with a one-time loan of \$641,981 in FY 2009-10 to bridge the funding gap. Pursuant to payback arrangements negotiated with the Recorder's Office, the loan will be paid back over the next four years. This represents the first installment.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | 0         |
| Appropriations      | 0         |
| Intrafund Transfers | (160,000) |
| Reserves            | 160,000   |
| Net County Cost     | 0         |
| Positions           | 0         |

#### **TOTAL FY 2010-11 FUNDING ADJUSTMENTS**

|                     |              |
|---------------------|--------------|
| Revenue/Sources     | 20,643,808   |
| Appropriations      | (16,029,397) |
| Intrafund Transfers | 976,404      |
| Reserves            | 18,148,936   |
| Net County Cost     | (17,547,865) |
| Positions           | 0            |

#### **FY 2011-12 Funding Adjustments**

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

#### **11. Current Level Budget Adjustments**

Budget adjustments have been made as follows: Fund Balance is reduced due to the County's structural budget deficit. Assumptions for general revenues include no growth in Secured and Unsecured

Property Taxes as well as Property Tax in-Lieu of Vehicle License Fees and 2% growth in Sales Tax. Other adjustments include the reappropriation of technology and capital improvement projects, and elimination of one-time items, including the November 2010 Gubernatorial election and rent stabilization funding.

|                     |              |
|---------------------|--------------|
| Revenue/Sources     | (54,309,092) |
| Appropriations      | (7,599,687)  |
| Intrafund Transfers | (12,692)     |
| Reserves            | (47,453,785) |
| Net County Cost     | (757,072)    |
| Positions           | 0            |

## Non-Departmental Services (8000B) General Funds

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2009-10   | Recommended<br>2011-12 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                        |                     |                        |
| Taxes                            | 340,475,498          | 371,642,175          | 305,864,224          | 331,609,191            | 25,744,967          | 332,070,886            |
| Licenses, Permits and Franchises | 419,229              | 443,999              | 443,999              | 396,063                | (47,936)            | 403,985                |
| Use of Money and Property        | 18,035,168           | 1,951,413            | 8,291,769            | 5,483,769              | (2,808,000)         | 5,591,412              |
| Intergovernmental Revenues       | 1,614,162            | 1,370,385            | 1,350,062            | 1,347,240              | (2,822)             | 1,385,690              |
| Charges for Services             | 62,725               | 2,214,369            | 205                  | 205                    |                     | 205                    |
| Interfund Revenue                | 8,771,323            | 14,201,947           | 12,858,448           | 4,448,594              | (8,409,854)         | 4,533,566              |
| Miscellaneous Revenue            | 278,325              | 1,403,971            | 674,683              | 400,000                | (274,683)           | 400,000                |
| Other Financing Sources          |                      | 975,474              |                      |                        |                     |                        |
| <b>Total Revenue</b>             | <b>369,656,430</b>   | <b>394,203,734</b>   | <b>329,483,390</b>   | <b>343,685,062</b>     | <b>14,201,672</b>   | <b>344,385,744</b>     |
| Fund Balance                     | 239,615,459          | 217,508,722          | 222,079,958          | 228,522,094            | 6,442,136           | 173,512,320            |
| <b>TOTAL SOURCES</b>             | <b>609,271,889</b>   | <b>611,712,456</b>   | <b>551,563,348</b>   | <b>572,207,156</b>     | <b>20,643,808</b>   | <b>517,898,064</b>     |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                        |                     |                        |
| Salaries and Benefits            |                      | 3,233,157            | 3,100,000            | 2,100,000              | (1,000,000)         | 2,100,000              |
| Services and Supplies            | 12,715,270           | 11,511,349           | 25,544,640           | 14,801,085             | (10,743,555)        | 15,122,721             |
| Other Charges                    | 2,785,702            | 1,324,061            | 5,551,920            | 1,548,498              | (4,003,422)         | 503,000                |
| Other Financing Uses             | 74,886,732           | 13,919,130           | 19,261,872           | 18,979,452             | (282,420)           | 12,103,627             |
| <b>Gross Appropriations</b>      | <b>90,387,704</b>    | <b>29,987,697</b>    | <b>53,458,432</b>    | <b>37,429,035</b>      | <b>(16,029,397)</b> | <b>29,829,348</b>      |
| Intrafund Transfers              | (530,016)            | (552,264)            | (1,770,986)          | (794,582)              | 976,404             | (807,274)              |
| <b>Net Appropriations</b>        | <b>89,857,688</b>    | <b>29,435,433</b>    | <b>51,687,446</b>    | <b>36,634,453</b>      | <b>(15,052,993)</b> | <b>29,022,074</b>      |
| Contingencies / Dept Reserves    | 94,184,165           | 143,532,991          | 124,431,799          | 142,580,735            | 18,148,936          | 95,126,950             |
| <b>TOTAL REQUIREMENTS</b>        | <b>184,041,853</b>   | <b>172,968,424</b>   | <b>176,119,245</b>   | <b>179,215,188</b>     | <b>3,095,943</b>    | <b>124,149,024</b>     |
| <b>NET COUNTY COST</b>           | <b>(425,230,036)</b> | <b>(438,744,032)</b> | <b>(375,444,103)</b> | <b>(392,991,968)</b>   | <b>(17,547,865)</b> | <b>(393,749,040)</b>   |

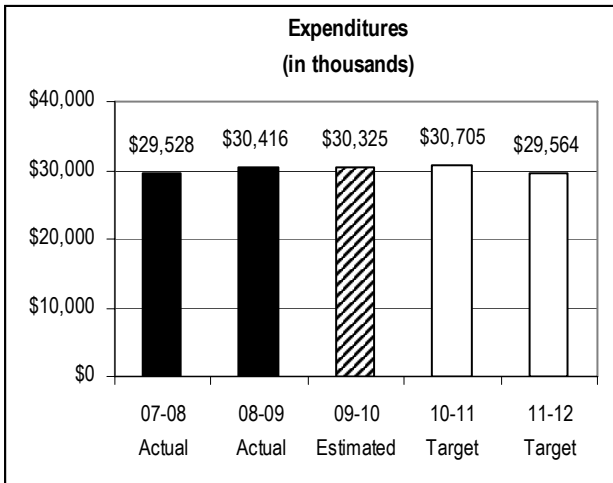
## Contingencies (8100B)

### Budget Unit Locator

- County
  - Collaborative Community
    - Board of Supervisors
    - County Manager / Clerk of the Board
    - Assessor-County Clerk-Recorder
    - Controller's Office
    - Treasurer-Tax Collector
    - Retirement (*SamCERA*)
    - County Counsel
    - Human Resources
    - Information Services Department
    - Grand Jury
    - Non-Departmental Services
  - ▶ **Contingencies**
    - Debt Service Fund

### Budget Unit Description

This budget unit contains the minimum General Fund appropriation for contingencies required under the County Reserves Policy, which has been set at three percent of General Fund net appropriations, to be used for economic uncertainties, emergencies and unanticipated mid-year funding losses.



### Discretionary Net County Cost

The portion of this budget unit's FY 2010-11 Recommended Budget, which is funded by the General Fund or Net County Cost (NCC), is \$30,673,178 or 100%. This amount represents three percent of General Fund net appropriations, and is required under the County Reserves Policy.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

#### 1. Adjustments to Meet Minimum County Reserves Policy Requirement

Budget adjustments have been made as follows: An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

|                     |         |
|---------------------|---------|
| Revenue/Sources     | 0       |
| Appropriations      | 0       |
| Intrafund Transfers | 0       |
| Reserves            | 379,667 |
| Net County Cost     | 379,667 |
| Positions           | 0       |

### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

#### 2. Adjustments to Meet Minimum County Reserves Policy Requirement

Budget adjustments have been made as follows: An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | 0           |
| Appropriations      | 0           |
| Intrafund Transfers | 0           |
| Reserves            | (1,140,425) |
| Net County Cost     | (1,140,425) |
| Positions           | 0           |

**Contingencies (8100B)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Contingencies/Dept Reserves | 29,527,837        | 30,415,719        | 30,324,876         | 30,704,543             | 379,667           | 29,564,118             |
| <b>TOTAL REQUIREMENTS</b>   | 29,527,837        | 30,415,719        | 30,324,876         | 30,704,543             | 379,667           | 29,564,118             |
| <b>NET COUNTY COST</b>      | 29,527,837        | 30,415,719        | 30,324,876         | 30,704,543             | 379,667           | 29,564,118             |

## Debt Service Fund (8900B)

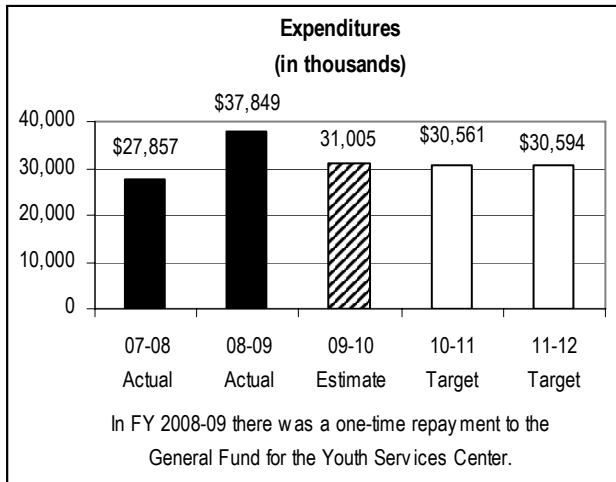
### Budget Unit Locator

- County
  - Collaborative Community
    - Board of Supervisors
      - County Manager / Clerk of the Board
      - Assessor-County Clerk-Recorder
      - Controller's Office
      - Treasurer-Tax Collector
      - Retirement (*SamCERA*)
      - County Counsel
      - Human Resources
      - Information Services Department
      - Grand Jury
      - Non-Departmental Services
      - Contingencies

▷ **Debt Service Fund**

### Budget Unit Description

The Debt Service Fund was established in FY 1995-96 to centrally budget all County debt service payments. Amounts are transferred into this fund from various funding sources before payments are made. In June 1997, the County adopted a Debt Limit policy that caps annual debt service payments at 4% of the County Budget average for the last five years.



### Discretionary Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund debt service.

### FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

#### 1. Adjustments to Debt Service Payments

Budget adjustments have been made for all debt service payments. In December 2009 the County refinanced \$115.5 million of its outstanding 1997 and 1999 Lease Revenue Bonds. On average, future debt service payments will be reduced by \$780,000 per year over the next eighteen years, beginning in FY 2010-11. A complete list of payments can be viewed in the Long-Term Debt Service table following this section.

|                     |             |
|---------------------|-------------|
| Revenue/Sources     | (1,368,876) |
| Appropriations      | (444,483)   |
| Intrafund Transfers | 0           |
| Reserves            | (924,393)   |
| Net County Cost     | 0           |
| Positions           | 0           |

#### FY 2011-12 Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

#### 2. Adjustments to Debt Service Payments

Budget adjustments have been made for all debt service payments. A complete list of payments can be viewed in the Long-Term Debt Service table following this section.

|                     |           |
|---------------------|-----------|
| Revenue/Sources     | (906,836) |
| Appropriations      | 33,241    |
| Intrafund Transfers | 0         |
| Reserves            | (940,077) |
| Net County Cost     | 0         |
| Positions           | 0         |

**FY 2010-11 Long Term Debt Service**

| Long-Term Debt Service                   | Principal         | Interest          | Total             | Funding Sources                               |
|--|-------------------|-------------------|-------------------|---|
| Colma Creek Flood Control <sup>(1)</sup> | 350,000           | 1,162,071         | 1,512,071         | Colma Creek Flood Control Special District    |
| Courts Relocation Project                | 170,000           | 293,844           | 463,844           | Courthouse Construction Fund                  |
| Crime Lab                                | 340,000           | 567,553           | 907,553           | General Fund / Fees                           |
| Equipment Project                        | 15,000            | 25,410            | 40,410            | General Fund/User Departments                 |
| Health Center                            | 2,990,000         | 5,178,833         | 8,168,833         | General Fund/SB1732FQHC/Tobacco Settlement    |
| HSA Redwood City District                | 120,000           | 205,485           | 325,485           | HSA (claimable) / Housing / General Fund      |
| Maguire Jail Facility                    | 2,905,000         | 2,565,450         | 5,470,450         | General Fund/Criminal Justice Facilities Fund |
| Mutual Aid ESC JPA/Admin                 | 590,000           | 293,298           | 883,298           | Reserves / User Departments / Cities          |
| New Office Building                      | 765,000           | 1,306,841         | 2,071,841         | Facilities Surcharge / Rent from County       |
| North County Clinic                      | 380,000           | 179,868           | 559,868           | FQHC Reimbursement / Tobacco Settlement       |
| Sheriff's Radio Project                  | 750,000           | 112,600           | 862,600           | General Fund                                  |
| Youth Services Center                    | 2,665,000         | 6,629,546         | 9,294,546         | Rent From Departments                         |
| <b>TOTAL DEBT SERVICE</b>                | <b>12,040,000</b> | <b>18,520,797</b> | <b>30,560,797</b> |   |

<sup>(1)</sup> Not included in the Debt Service Subject to Debt Limit

**FY 2011-12 Long Term Debt Service**

| Long-Term Debt Service                   | Principal         | Interest          | Total             | Funding Sources                               |
|--|-------------------|-------------------|-------------------|---|
| Colma Creek Flood Control <sup>(1)</sup> | 365,000           | 1,144,851         | 1,509,851         | Colma Creek Flood Control Special District    |
| Courts Relocation Project                | 195,000           | 263,413           | 458,413           | Courthouse Construction Fund                  |
| Crime Lab                                | 350,000           | 554,181           | 904,181           | General Fund / Fees                           |
| Equipment Project                        | 15,000            | 22,813            | 37,813            | General Fund / User Departments               |
| Health Center                            | 3,525,000         | 4,653,326         | 8,178,326         | General Fund/SB1732FQHC/Tobacco Settlement    |
| HSA Redwood City District                | 140,000           | 184,113           | 324,113           | HSA (claimable) / Housing / General Fund      |
| Maguire Jail Facility                    | 3,085,000         | 2,376,625         | 5,461,625         | General Fund/Criminal Justice Facilities Fund |
| Mutual Aid ESC JPA/Admin                 | 610,000           | 269,298           | 879,298           | Reserves / User Departments / Cities          |
| New Office Building                      | 880,000           | 1,210,225         | 2,090,225         | Facilities Surcharge / Rent from County       |
| North County Clinic                      | 445,000           | 148,825           | 593,825           | FQHC Reimbursement / Tobacco Settlement       |
| Sheriff's Radio Project                  | 780,000           | 82,000            | 862,000           | General Fund                                  |
| Youth Services Center                    | 2,760,000         | 6,534,371         | 9,294,371         | Rent From Departments                         |
| <b>TOTAL DEBT SERVICE</b>                | <b>13,150,000</b> | <b>17,444,038</b> | <b>30,594,038</b> |   |

<sup>(1)</sup> Not included in the Debt Service Subject to Debt Limit

| <b>Calculation of Annual Debt Service Limit</b>                        |               |
|--|---------------|
| <b>Fiscal Year</b>   | <b>Budget</b> |
| Adopted FY 2006-07   | 1,645,608,036 |
| Adopted FY 2007-08   | 1,727,258,070 |
| Adopted FY 2008-09   | 1,793,835,041 |
| Adopted FY 2009-10   | 1,755,387,719 |
| Recommended FY 2010-11   | 1,766,836,211 |
| Five-Year Average  | 1,737,785,015 |
| Debt Limit 4.0%  | 69,511,401    |
| FY 2010-11 Debt Service Limit Subject to the Debt Limit <sup>(1)</sup> | 29,048,726    |
| Under Limit by This Amount   | 40,462,675    |
| <b>% Under Limit</b>   | <b>58.2%</b>  |

<sup>(1)</sup> Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit



**Debt Service Fund (8900B)**  
**Debt Service Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>            |                   |                   |                    |                        |                    |                        |
| Use of Money and Property | 1,016,540         | (815,907)         |                    |                        |                    |                        |
| Other Financing Sources   | 28,758,242        | 30,534,805        | 30,411,099         | 29,636,404             | (774,695)          | 29,653,961             |
| <b>Total Revenue</b>      | <b>29,774,782</b> | <b>29,718,898</b> | <b>30,411,099</b>  | <b>29,636,404</b>      | <b>(774,695)</b>   | <b>29,653,961</b>      |
| Fund Balance              | 22,052,946        | 23,970,476        | 15,840,300         | 15,246,119             | (594,181)          | 14,321,726             |
| <b>TOTAL SOURCES</b>      | <b>51,827,728</b> | <b>53,689,374</b> | <b>46,251,399</b>  | <b>44,882,523</b>      | <b>(1,368,876)</b> | <b>43,975,687</b>      |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                        |                    |                        |
| Other Charges             | 27,857,252        | 37,849,074        | 31,005,280         | 30,560,797             | (444,483)          | 30,594,038             |
| <b>Net Appropriations</b> | <b>27,857,252</b> | <b>37,849,074</b> | <b>31,005,280</b>  | <b>30,560,797</b>      | <b>(444,483)</b>   | <b>30,594,038</b>      |
| Non-General Fund Reserves | 23,970,476        | 15,840,300        | 15,246,119         | 14,321,726             | (924,393)          | 13,381,649             |
| <b>TOTAL REQUIREMENTS</b> | <b>51,827,728</b> | <b>53,689,374</b> | <b>46,251,399</b>  | <b>44,882,523</b>      | <b>(1,368,876)</b> | <b>43,975,687</b>      |



## BUDGET UNIT AND PROGRAM SUMMARIES

# COUNTY OF SAN MATEO FY2010-11 and FY 2011-12 RECOMMENDED BUDGET



County Summaries

Healthy Community

Prosperous Community

Livable Community

Environmentally  
Conscious Community

Collaborative  
Community

Budget Unit and  
Program Summaries

Glossary of Budget Terms

# THE COUNTY OF SAN MATEO MISSION STATEMENT



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

We are committed to:

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



## Shared Vision 2001-2025

In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of SMC residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most important, Shared Vision has ensured decisions are focused on the future, not simply expedient, with sights set on measurable results that achieve the desired outcomes.

In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.



Sustainable  
San Mateo County  
Economy. Equity. Environment.

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## Public Safety Communications (1240B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 2,540,786         | 2,311,993         | 2,440,075          | 1,960,464              | (479,611)         | 1,960,464              |
| Charges for Services        | 3,743,090         | 3,848,313         | 3,971,824          | 4,018,969              | 47,145            | 4,022,616              |
| Interfund Revenue           | 10,071            | 7,785             | 9,466              | 10,151                 | 685               | 10,151                 |
| Miscellaneous Revenue       | 103,946           | 148,603           | 106,000            | 106,000                |                   | 106,000                |
| <b>Total Revenue</b>        | <b>6,397,894</b>  | <b>6,316,694</b>  | <b>6,527,365</b>   | <b>6,095,584</b>       | <b>(431,781)</b>  | <b>6,099,231</b>       |
| Fund Balance                | 524,930           | 275,989           | 557,578            | 421,224                | (136,354)         | 421,224                |
| <b>TOTAL SOURCES</b>        | <b>6,922,824</b>  | <b>6,592,683</b>  | <b>7,084,943</b>   | <b>6,516,808</b>       | <b>(568,135)</b>  | <b>6,520,455</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 7,488,230         | 7,560,127         | 7,923,398          | 8,125,093              | 201,695           | 8,177,840              |
| Services and Supplies       | 485,484           | 353,090           | 692,666            | 510,593                | (182,073)         | 500,593                |
| Other Charges               | 460,377           | 444,347           | 510,054            | 507,375                | (2,679)           | 507,375                |
| Fixed Assets                | 5,233             | 99,993            | 13,500             | 39,100                 | 25,600            |                        |
| <b>Gross Appropriations</b> | <b>8,439,324</b>  | <b>8,457,557</b>  | <b>9,139,618</b>   | <b>9,182,161</b>       | <b>42,543</b>     | <b>9,185,808</b>       |
| Intrafund Transfers         | (155,617)         | (154,341)         | (145,292)          | (136,149)              | 9,143             | (136,149)              |
| <b>Net Appropriations</b>   | <b>8,283,707</b>  | <b>8,303,216</b>  | <b>8,994,326</b>   | <b>9,046,012</b>       | <b>51,686</b>     | <b>9,049,659</b>       |
| Contingencies/Dept Reserves | 223,969           | 275,989           | 272,078            | 272,078                |                   | 272,078                |
| <b>TOTAL REQUIREMENTS</b>   | <b>8,507,676</b>  | <b>8,579,205</b>  | <b>9,266,404</b>   | <b>9,318,090</b>       | <b>51,686</b>     | <b>9,321,737</b>       |
| <b>NET COUNTY COST</b>      | <b>1,584,852</b>  | <b>1,986,522</b>  | <b>2,181,461</b>   | <b>2,801,282</b>       | <b>619,821</b>    | <b>2,801,282</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>58.0</b>       | <b>58.0</b>       | <b>56.0</b>        | <b>54.0</b>            | <b>(2.0)</b>      | <b>54.0</b>            |
| <b>Funded FTE</b>           | <b>56.0</b>       | <b>56.8</b>       | <b>55.4</b>        | <b>54.2</b>            | <b>(1.2)</b>      | <b>54.2</b>            |

## Message Switch (1940B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 585,762           | 571,008           | 608,608            | 589,396                | (19,212)          | 610,860                |
| Interfund Revenue           | 2,355             | 1,713             | 587                | 1,192                  | 605               | 1,235                  |
| Miscellaneous Revenue       |                   | 11,522            |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>588,117</b>    | <b>584,243</b>    | <b>609,195</b>     | <b>590,588</b>         | <b>(18,607)</b>   | <b>612,095</b>         |
| Fund Balance                | 406,219           | 452,545           | 546,311            | 541,539                | (4,772)           | 515,000                |
| <b>TOTAL SOURCES</b>        | <b>994,336</b>    | <b>1,036,788</b>  | <b>1,155,506</b>   | <b>1,132,127</b>       | <b>(23,379)</b>   | <b>1,127,095</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Services and Supplies       | 383,536           | 357,678           | 487,743            | 467,121                | (20,622)          | 467,121                |
| Other Charges               | 283,353           | 265,483           | 293,019            | 288,181                | (4,838)           | 288,181                |
| <b>Gross Appropriations</b> | <b>666,889</b>    | <b>623,161</b>    | <b>780,762</b>     | <b>755,302</b>         | <b>(25,460)</b>   | <b>755,302</b>         |
| Intrafund Transfers         | (125,098)         | (132,684)         | (134,066)          | (138,175)              | (4,109)           | (143,207)              |
| <b>Net Appropriations</b>   | <b>541,791</b>    | <b>490,477</b>    | <b>646,696</b>     | <b>617,127</b>         | <b>(29,569)</b>   | <b>612,095</b>         |
| Contingencies/Dept Reserves | 452,545           | 546,311           | 508,810            | 515,000                | 6,190             | 515,000                |
| <b>TOTAL REQUIREMENTS</b>   | <b>994,336</b>    | <b>1,036,788</b>  | <b>1,155,506</b>   | <b>1,132,127</b>       | <b>(23,379)</b>   | <b>1,127,095</b>       |

**First 5 San Mateo County (1950B)  
First 5 Fund (Information Only)**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 1,520,814         | (1,175,088)       | 719,103            | 283,000                | (436,103)         | 283,000                |
| Intergovernmental Revenues  | 9,715,787         | 8,785,519         | 7,630,983          | 6,200,000              | (1,430,983)       | 6,224,084              |
| Miscellaneous Revenue       |                   | 107,904           |                    |                        |                   |                        |
| <b>Total Revenue</b>        | 11,236,602        | 7,718,335         | 8,350,086          | 6,483,000              | (1,867,086)       | 6,507,084              |
| Fund Balance                | 35,572,468        | 35,822,026        | 32,558,985         | 29,528,375             | (3,030,610)       | 23,138,935             |
| <b>TOTAL SOURCES</b>        | 46,809,070        | 43,540,361        | 40,909,071         | 36,011,375             | (4,897,696)       | 29,646,019             |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 1,080,165         | 1,030,757         | 1,250,000          | 1,262,350              | 12,350            | 1,286,434              |
| Services and Supplies       | 349,246           | 629,102           | 814,500            | 909,000                | 94,500            | 909,000                |
| Other Charges               | 9,557,633         | 9,321,517         | 9,316,196          | 10,701,090             | 1,384,894         | 10,701,090             |
| <b>Net Appropriations</b>   | 10,987,043        | 10,981,376        | 11,380,696         | 12,872,440             | 1,491,744         | 12,896,524             |
| Contingencies/Dept Reserves |                   | 748,569           |                    |                        |                   |                        |
| Non-General Fund Reserves   | 35,822,026        | 31,810,416        | 29,528,375         | 23,138,935             | (6,389,440)       | 16,749,495             |
| <b>TOTAL REQUIREMENTS</b>   | 46,809,069        | 43,540,361        | 40,909,071         | 36,011,375             | (4,897,696)       | 29,646,019             |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 12.0              | 12.0              | 12.0               | 12.0                   |                   | 12.0                   |
| Funded FTE                  | 11.5              | 12.0              | 10.9               | 10.8                   | (0.1)             | 10.8                   |

## District Attorney/Public Administrator (2510B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Fines, Forfeitures and Penalties | 729,697           | 429,294           | 400,000            | 400,000                |                    | 400,000                |
| Use of Money and Property        | 94,703            | 19,118            |                    |                        |                    |                        |
| Intergovernmental Revenues       | 12,047,815        | 10,932,092        | 11,728,747         | 9,500,291              | (2,228,456)        | 9,512,187              |
| Charges for Services             | 233,151           | 190,202           | 140,500            | 162,500                | 22,000             | 150,500                |
| Miscellaneous Revenue            | 46,388            | 162,323           | 41,500             | 53,500                 | 12,000             | 53,500                 |
| <b>Total Revenue</b>             | <b>13,151,754</b> | <b>11,733,030</b> | <b>12,310,747</b>  | <b>10,116,291</b>      | <b>(2,194,456)</b> | <b>10,116,187</b>      |
| Fund Balance                     | 3,984,132         | 3,675,088         | 2,812,801          | 1,571,952              | (1,240,849)        | 481,927                |
| <b>TOTAL SOURCES</b>             | <b>17,135,886</b> | <b>15,408,118</b> | <b>15,123,548</b>  | <b>11,688,243</b>      | <b>(3,435,305)</b> | <b>10,598,114</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 18,766,192        | 20,213,463        | 21,428,975         | 23,008,530             | 1,579,555          | 23,568,384             |
| Services and Supplies            | 1,040,362         | 1,096,358         | 1,212,993          | 1,084,245              | (128,748)          | 1,083,027              |
| Other Charges                    | 1,670,646         | 1,733,968         | 1,843,836          | 1,805,436              | (38,400)           | 1,786,284              |
| Fixed Assets                     | (1,332)           |                   |                    |                        |                    | 90,000                 |
| <b>Net Appropriations</b>        | <b>21,475,868</b> | <b>23,043,790</b> | <b>24,485,804</b>  | <b>25,898,211</b>      | <b>1,412,407</b>   | <b>26,527,695</b>      |
| Contingencies/Dept Reserves      | 2,147,122         | 2,018,029         | 551,045            |                        | (551,045)          |                        |
| <b>TOTAL REQUIREMENTS</b>        | <b>23,622,990</b> | <b>25,061,819</b> | <b>25,036,849</b>  | <b>25,898,211</b>      | <b>861,362</b>     | <b>26,527,695</b>      |
| <b>NET COUNTY COST</b>           | <b>6,487,104</b>  | <b>9,653,701</b>  | <b>9,913,301</b>   | <b>14,209,968</b>      | <b>4,296,667</b>   | <b>15,929,581</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>         | 129.0             | 129.0             | 129.0              | 125.0                  | (4.0)              | 125.0                  |
| <b>Funded FTE</b>                | 124.9             | 125.2             | 125.2              | 122.7                  | (2.5)              | 122.7                  |



**County Support of the Courts (2700B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 6,682,615         | 7,010,364         | 6,914,664          | 6,843,119              | (71,545)          | 6,843,119              |
| Charges for Services             | 2,027,454         | 2,144,014         | 1,981,518          | 2,028,063              | 46,545            | 2,028,063              |
| Miscellaneous Revenue            | 678,105           | 851,547           | 800,000            | 800,000                |                   | 800,000                |
| Other Financing Sources          | 483,520           | 768,592           |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>             | <b>9,871,694</b>  | <b>10,774,517</b> | <b>9,696,182</b>   | <b>9,671,182</b>       | <b>(25,000)</b>   | <b>9,671,182</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 403,730           | 411,148           | 430,000            | 460,000                | 30,000            | 460,000                |
| Services and Supplies            | 883,006           | 780,147           | 1,087,000          | 1,082,000              | (5,000)           | 1,082,000              |
| Other Charges                    | 20,615,248        | 21,216,970        | 18,919,313         | 18,869,313             | (50,000)          | 18,869,313             |
| <b>TOTAL REQUIREMENTS</b>        | <b>21,901,983</b> | <b>22,408,266</b> | <b>20,436,313</b>  | <b>20,411,313</b>      | <b>(25,000)</b>   | <b>20,411,313</b>      |
| <b>NET COUNTY COST</b>           | <b>12,030,289</b> | <b>11,633,748</b> | <b>10,740,131</b>  | <b>10,740,131</b>      |                   | <b>10,740,131</b>      |

**Private Defender Program (2800B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>            |                   |                   |                    |                        |                   |                        |
| Use of Money and Property |                   | 58,289            |                    |                        |                   |                        |
| Charges for Services      | 644,233           | 680,699           | 575,000            | 650,000                | 75,000            | 650,000                |
| Interfund Revenue         | 405,945           | 267,297           | 375,000            | 300,000                | (75,000)          | 300,000                |
| <b>TOTAL SOURCES</b>      | <b>1,050,178</b>  | <b>1,006,285</b>  | <b>950,000</b>     | <b>950,000</b>         |                   | <b>950,000</b>         |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                        |                   |                        |
| Services and Supplies     | 15,208,067        | 15,816,390        | 16,449,046         | 16,449,046             |                   | 16,449,046             |
| Other Charges             | 40,651            | 58,642            | 61,483             | 61,483                 |                   | 61,483                 |
| <b>TOTAL REQUIREMENTS</b> | <b>15,248,718</b> | <b>15,875,032</b> | <b>16,510,529</b>  | <b>16,510,529</b>      |                   | <b>16,510,529</b>      |
| <b>NET COUNTY COST</b>    | <b>14,198,540</b> | <b>14,868,747</b> | <b>15,560,529</b>  | <b>15,560,529</b>      |                   | <b>15,560,529</b>      |

**Sheriff's Office (3000B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                        |                    |                        |
| Licenses, Permits and Franchises | 3,281              | 2,707              | 2,100              | 2,100                  |                    | 2,100                  |
| Fines, Forfeitures and Penalties | 290,934            | 354,179            | 322,000            | 322,000                |                    | 322,000                |
| Intergovernmental Revenues       | 39,123,101         | 38,222,032         | 49,422,003         | 44,924,115             | (4,497,888)        | 41,566,339             |
| Charges for Services             | 8,445,640          | 9,073,256          | 9,148,712          | 8,923,720              | (224,992)          | 9,159,542              |
| Interfund Revenue                | 11,955,348         | 12,395,779         | 12,708,005         | 12,393,806             | (314,199)          | 12,544,360             |
| Miscellaneous Revenue            | 819,980            | 669,051            | 890,889            | 670,389                | (220,500)          | 670,389                |
| Other Financing Sources          |                    | 325,336            | 500,000            | 500,000                |                    | 500,000                |
| <b>Total Revenue</b>             | <b>60,638,284</b>  | <b>61,042,339</b>  | <b>72,993,709</b>  | <b>67,736,130</b>      | <b>(5,257,579)</b> | <b>64,764,730</b>      |
| Fund Balance                     | 3,544,821          | 5,161,476          | 8,174,415          | 7,949,508              | (224,907)          | 7,949,508              |
| <b>TOTAL SOURCES</b>             | <b>64,183,105</b>  | <b>66,203,815</b>  | <b>81,168,124</b>  | <b>75,685,638</b>      | <b>(5,482,486)</b> | <b>72,714,238</b>      |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                        |                    |                        |
| Salaries and Benefits            | 107,000,339        | 110,701,617        | 116,081,650        | 129,717,645            | 13,635,995         | 130,032,386            |
| Services and Supplies            | 10,124,013         | 11,245,125         | 22,642,638         | 18,460,383             | (4,182,255)        | 15,259,736             |
| Other Charges                    | 16,893,681         | 16,967,100         | 19,155,056         | 19,337,641             | 182,585            | 18,448,447             |
| Fixed Assets                     | 508,748            | 803,294            | 510,901            | 4,327,260              | 3,816,359          | 4,194,260              |
| Other Financing Uses             | 906,084            | 905,874            | 899,765            | 907,765                | 8,000              | 904,465                |
| <b>Gross Appropriations</b>      | <b>135,432,864</b> | <b>140,623,011</b> | <b>159,290,010</b> | <b>172,750,694</b>     | <b>13,460,684</b>  | <b>168,839,294</b>     |
| Intrafund Transfers              | (908,559)          | (1,417,204)        | (2,928,588)        | (2,794,688)            | 133,900            | (1,854,688)            |
| <b>Net Appropriations</b>        | <b>134,524,305</b> | <b>139,205,807</b> | <b>156,361,422</b> | <b>169,956,006</b>     | <b>13,594,584</b>  | <b>166,984,606</b>     |
| Contingencies/Dept Reserves      | 887,199            | 2,469,849          | 4,759,832          | 4,534,925              | (224,907)          | 4,534,925              |
| <b>TOTAL REQUIREMENTS</b>        | <b>135,411,504</b> | <b>141,675,656</b> | <b>161,121,254</b> | <b>174,490,931</b>     | <b>13,369,677</b>  | <b>171,519,531</b>     |
| <b>NET COUNTY COST</b>           | <b>71,228,399</b>  | <b>75,471,841</b>  | <b>79,953,130</b>  | <b>98,805,293</b>      | <b>18,852,163</b>  | <b>98,805,293</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                        |                    |                        |
| Salary Resolution                | 638.0              | 645.0              | 635.0              | 622.0                  | (13.0)             | 620.0                  |
| Funded FTE                       | 636.8              | 644.6              | 636.8              | 620.6                  | (16.3)             | 619.6                  |

## Administrative and Support Services (3011P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 1,739             |                   |                    |                        |                   |                        |
| Intergovernmental Revenues       | 198,922           | 124,554           | 5,550              | 3,850                  | (1,700)           | 3,850                  |
| Charges for Services             | 273,984           | 273,884           | 242,100            | 242,100                |                   | 242,100                |
| Interfund Revenue                | 460,031           | 474,471           | 433,466            | 433,466                |                   | 438,291                |
| Miscellaneous Revenue            | 15,268            | 35,557            | 83,889             | 101,389                | 17,500            | 101,389                |
| <b>Total Revenue</b>             | <b>949,943</b>    | <b>908,467</b>    | <b>765,005</b>     | <b>780,805</b>         | <b>15,800</b>     | <b>785,630</b>         |
| Fund Balance                     | 3,544,821         | 5,161,476         | 8,174,415          | 7,949,508              | (224,907)         | 7,949,508              |
| <b>TOTAL SOURCES</b>             | <b>4,494,764</b>  | <b>6,069,943</b>  | <b>8,939,420</b>   | <b>8,730,313</b>       | <b>(209,107)</b>  | <b>8,735,138</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 3,329,308         | 3,302,835         | 3,615,446          | 3,841,394              | 225,948           | 3,846,269              |
| Services and Supplies            | 385,789           | 309,716           | 1,340,348          | 448,129                | (892,219)         | 485,601                |
| Other Charges                    | 320,125           | 328,069           | 313,132            | 315,361                | 2,229             | 315,361                |
| <b>Net Appropriations</b>        | <b>4,035,222</b>  | <b>3,940,621</b>  | <b>5,268,926</b>   | <b>4,604,884</b>       | <b>(664,042)</b>  | <b>4,647,231</b>       |
| Contingencies/Dept Reserves      | 887,199           | 2,469,849         | 4,759,832          | 4,534,925              | (224,907)         | 4,534,925              |
| <b>TOTAL REQUIREMENTS</b>        | <b>4,922,421</b>  | <b>6,410,470</b>  | <b>10,028,758</b>  | <b>9,139,809</b>       | <b>(888,949)</b>  | <b>9,182,156</b>       |
| <b>NET COUNTY COST</b>           | <b>427,657</b>    | <b>340,527</b>    | <b>1,089,338</b>   | <b>409,496</b>         | <b>(679,842)</b>  | <b>447,018</b>         |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 30.0              | 29.0              | 28.0               | 28.0                   |                   | 28.0                   |
| Funded FTE                       | 29.8              | 28.9              | 28.5               | 28.0                   | (0.5)             | 28.0                   |

**Professional Standards Bureau (3013P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 3,281             | 2,707             | 2,100              | 2,100                  |                   | 2,100                  |
| Intergovernmental Revenues       | 1,310,276         | 1,225,076         | 1,366,285          | 1,122,981              | (243,304)         | 1,122,981              |
| Charges for Services             | 274,341           | 235,200           | 286,900            | 286,900                |                   | 286,900                |
| Interfund Revenue                | 97,695            | 80,185            | 38,705             | 38,705                 |                   | 38,705                 |
| Miscellaneous Revenue            | 103,979           | 82,198            | 489,000            | 489,000                |                   | 489,000                |
| <b>TOTAL SOURCES</b>             | <b>1,789,573</b>  | <b>1,625,366</b>  | <b>2,182,990</b>   | <b>1,939,686</b>       | <b>(243,304)</b>  | <b>1,939,686</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 8,704,569         | 11,235,775        | 10,383,906         | 10,204,419             | (179,487)         | 10,204,419             |
| Services and Supplies            | 1,083,729         | 1,070,990         | 1,542,794          | 1,516,902              | (25,892)          | 1,516,902              |
| Other Charges                    | 1,317,170         | 1,243,153         | 1,201,684          | 1,227,125              | 25,441            | 1,227,125              |
| <b>Gross Appropriations</b>      | <b>11,105,467</b> | <b>13,549,919</b> | <b>13,128,384</b>  | <b>12,948,446</b>      | <b>(179,938)</b>  | <b>12,948,446</b>      |
| Intrafund Transfers              | (102,897)         | (107,012)         | (108,692)          | (108,692)              |                   | (108,692)              |
| <b>TOTAL REQUIREMENTS</b>        | <b>11,002,571</b> | <b>13,442,907</b> | <b>13,019,692</b>  | <b>12,839,754</b>      | <b>(179,938)</b>  | <b>12,839,754</b>      |
| <b>NET COUNTY COST</b>           | <b>9,212,998</b>  | <b>11,817,541</b> | <b>10,836,702</b>  | <b>10,900,068</b>      | <b>63,366</b>     | <b>10,900,068</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 60.0              | 65.0              | 64.0               | 55.0                   | (9.0)             | 55.0                   |
| Funded FTE                       | 60.0              | 64.9              | 63.9               | 54.9                   | (9.0)             | 54.9                   |

## Forensic Laboratory (3017P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 2,322,529         | 2,207,773         | 2,935,764          | 3,858,595              | 922,831           | 1,561,966              |
| Charges for Services        | 1,370,991         | 1,354,362         | 884,046            | 847,176                | (36,870)          | 847,176                |
| Interfund Revenue           | 860,598           | 609,083           | 624,274            | 624,274                |                   | 624,274                |
| Miscellaneous Revenue       | 960               | 12,551            | 213,000            |                        | (213,000)         |                        |
| <b>TOTAL SOURCES</b>        | <b>4,555,077</b>  | <b>4,183,768</b>  | <b>4,657,084</b>   | <b>5,330,045</b>       | <b>672,961</b>    | <b>3,033,416</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 3,883,373         | 3,856,295         | 4,513,849          | 4,636,515              | 122,666           | 4,594,244              |
| Services and Supplies       | 676,553           | 727,548           | 778,995            | 1,986,623              | 1,207,628         | 600,422                |
| Other Charges               | 552,481           | 621,090           | 1,444,921          | 1,449,676              | 4,755             | 623,102                |
| Fixed Assets                | 113,770           | 130,516           | 93,165             | 133,000                | 39,835            |                        |
| Other Financing Uses        | 906,084           | 905,874           | 899,765            | 907,765                | 8,000             | 904,465                |
| <b>Gross Appropriations</b> | <b>6,132,259</b>  | <b>6,241,322</b>  | <b>7,730,695</b>   | <b>9,113,579</b>       | <b>1,382,884</b>  | <b>6,722,233</b>       |
| Intrafund Transfers         |                   |                   | (826,574)          | (826,574)              |                   | (826,574)              |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,132,259</b>  | <b>6,241,322</b>  | <b>6,904,121</b>   | <b>8,287,005</b>       | <b>1,382,884</b>  | <b>5,895,659</b>       |
| <b>NET COUNTY COST</b>      | <b>1,577,182</b>  | <b>2,057,553</b>  | <b>2,247,037</b>   | <b>2,956,960</b>       | <b>709,923</b>    | <b>2,862,243</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 32.0              | 31.0              | 30.0               | 30.0                   |                   | 30.0                   |
| <b>Funded FTE</b>           | 32.0              | 31.0              | 30.7               | 29.7                   | (1.0)             | 29.7                   |

**Patrol Bureau (3051P)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Fines, Forfeitures and Penalties | 261,767           | 330,645           | 282,000            | 282,000                |                    | 282,000                |
| Intergovernmental Revenues       | 7,590,264         | 6,946,445         | 7,255,080          | 5,881,479              | (1,373,601)        | 5,881,479              |
| Charges for Services             | 4,563,070         | 5,757,202         | 6,217,335          | 6,020,394              | (196,941)          | 6,256,216              |
| Miscellaneous Revenue            | 250,992           | 205,883           | 85,000             | 60,000                 | (25,000)           | 60,000                 |
| <b>TOTAL SOURCES</b>             | <b>12,666,094</b> | <b>13,240,174</b> | <b>13,839,415</b>  | <b>12,243,873</b>      | <b>(1,595,542)</b> | <b>12,479,695</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 19,020,159        | 19,855,997        | 21,486,173         | 24,242,575             | 2,756,402          | 24,478,397             |
| Services and Supplies            | 789,173           | 771,879           | 978,366            | 979,956                | 1,590              | 979,956                |
| Other Charges                    | 2,204,939         | 2,431,141         | 2,754,081          | 2,740,051              | (14,030)           | 2,740,051              |
| Fixed Assets                     |                   | 36,847            |                    |                        |                    |                        |
| <b>Gross Appropriations</b>      | <b>22,014,271</b> | <b>23,095,863</b> | <b>25,218,620</b>  | <b>27,962,582</b>      | <b>2,743,962</b>   | <b>28,198,404</b>      |
| Intrafund Transfers              |                   |                   | (57,610)           | (57,610)               |                    | (57,610)               |
| <b>TOTAL REQUIREMENTS</b>        | <b>22,014,271</b> | <b>23,095,863</b> | <b>25,161,010</b>  | <b>27,904,972</b>      | <b>2,743,962</b>   | <b>28,140,794</b>      |
| <b>NET COUNTY COST</b>           | <b>9,348,177</b>  | <b>9,855,689</b>  | <b>11,321,595</b>  | <b>15,661,099</b>      | <b>4,339,504</b>   | <b>15,661,099</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| Salary Resolution                | 103.0             | 103.0             | 103.0              | 100.0                  | (3.0)              | 100.0                  |
| Funded FTE                       | 103.0             | 102.9             | 102.9              | 100.0                  | (2.9)              | 100.0                  |

## Investigations Bureau (3053P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Fines, Forfeitures and Penalties | 27,427            | 23,534            | 40,000             | 40,000                 |                    | 40,000                 |
| Intergovernmental Revenues       | 8,312,123         | 8,555,670         | 12,257,890         | 9,901,492              | (2,356,398)        | 9,909,001              |
| Charges for Services             | 148,658           | 178,381           | 137,181            | 146,000                | 8,819              | 146,000                |
| Interfund Revenue                | 2,525,295         | 2,319,872         | 2,455,980          | 2,291,851              | (164,129)          | 2,298,123              |
| Miscellaneous Revenue            | 76,500            | 31,029            |                    |                        |                    |                        |
| <b>TOTAL SOURCES</b>             | <b>11,090,004</b> | <b>11,108,487</b> | <b>14,891,051</b>  | <b>12,379,343</b>      | <b>(2,511,708)</b> | <b>12,393,124</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 11,772,937        | 12,202,027        | 13,394,134         | 14,836,030             | 1,441,896          | 14,849,811             |
| Services and Supplies            | 2,858,994         | 3,009,578         | 6,669,619          | 4,677,210              | (1,992,409)        | 4,677,210              |
| Other Charges                    | 1,429,950         | 1,382,139         | 1,632,317          | 1,814,762              | 182,445            | 1,814,762              |
| Fixed Assets                     | 101,197           | 419,960           | 80,000             | 166,381                | 86,381             | 166,381                |
| <b>Gross Appropriations</b>      | <b>16,163,078</b> | <b>17,013,705</b> | <b>21,776,070</b>  | <b>21,494,383</b>      | <b>(281,687)</b>   | <b>21,508,164</b>      |
| Intrafund Transfers              | (637,262)         | (782,565)         | (692,239)          | (608,339)              | 83,900             | (608,339)              |
| <b>TOTAL REQUIREMENTS</b>        | <b>15,525,816</b> | <b>16,231,139</b> | <b>21,083,831</b>  | <b>20,886,044</b>      | <b>(197,787)</b>   | <b>20,899,825</b>      |
| <b>NET COUNTY COST</b>           | <b>4,435,812</b>  | <b>5,122,653</b>  | <b>6,192,780</b>   | <b>8,506,701</b>       | <b>2,313,921</b>   | <b>8,506,701</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| Salary Resolution                | 62.0              | 70.0              | 71.0               | 71.0                   |                    | 71.0                   |
| Funded FTE                       | 61.9              | 70.0              | 71.7               | 71.0                   | (0.7)              | 71.0                   |



**Office of Emergency Services (3055P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 2,391,385         | 3,607,223         | 7,387,936          | 8,365,630              | 977,694           | 8,365,630              |
| Charges for Services        | 555,944           | 50,928            | 50,000             | 50,000                 |                   | 50,000                 |
| Interfund Revenue           |                   |                   | 150,070            |                        | (150,070)         |                        |
| Miscellaneous Revenue       | 2,998             | 58,100            |                    |                        |                   |                        |
| Other Financing Sources     |                   | 325,336           | 500,000            | 500,000                |                   | 500,000                |
| <b>TOTAL SOURCES</b>        | <b>2,950,326</b>  | <b>4,041,586</b>  | <b>8,088,006</b>   | <b>8,915,630</b>       | <b>827,624</b>    | <b>8,915,630</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,500,586         | 2,409,718         | 1,822,695          | 2,002,138              | 179,443           | 2,002,138              |
| Services and Supplies       | 1,360,597         | 2,183,017         | 6,503,630          | 4,022,677              | (2,480,953)       | 4,022,677              |
| Other Charges               | 1,110,958         | 784,057           | 848,720            | 868,325                | 19,605            | 868,325                |
| Fixed Assets                | 281,809           | 215,971           | 337,736            | 4,027,879              | 3,690,143         | 4,027,879              |
| <b>TOTAL REQUIREMENTS</b>   | <b>5,253,950</b>  | <b>5,592,762</b>  | <b>9,512,781</b>   | <b>10,921,019</b>      | <b>1,408,238</b>  | <b>10,921,019</b>      |
| <b>NET COUNTY COST</b>      | <b>2,303,624</b>  | <b>1,551,176</b>  | <b>1,424,775</b>   | <b>2,005,389</b>       | <b>580,614</b>    | <b>2,005,389</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 11.0              | 10.0              | 10.0               | 10.0                   |                   | 10.0                   |
| Funded FTE                  | 11.0              | 10.0              | 10.0               | 10.0                   |                   | 10.0                   |

## Maguire Correctional Facility (3101P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Intergovernmental Revenues  | 13,489,986        | 12,514,692        | 14,158,274         | 12,195,961             | (1,962,313)        | 12,195,961             |
| Charges for Services        | 216,151           | 220,879           | 285,000            | 285,000                |                    | 285,000                |
| Interfund Revenue           |                   | 305,669           | 245,442            | 245,442                |                    | 245,442                |
| Miscellaneous Revenue       | 290,140           | 160,592           |                    |                        |                    |                        |
| <b>TOTAL SOURCES</b>        | <b>13,996,277</b> | <b>13,201,832</b> | <b>14,688,716</b>  | <b>12,726,403</b>      | <b>(1,962,313)</b> | <b>12,726,403</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 36,943,497        | 36,845,594        | 39,254,247         | 44,943,275             | 5,689,028          | 45,063,090             |
| Services and Supplies       | 1,293,922         | 1,456,246         | 1,257,021          | 1,257,021              |                    | 1,257,021              |
| Other Charges               | 8,238,053         | 8,359,811         | 8,945,228          | 8,859,923              | (85,305)           | 8,859,923              |
| Fixed Assets                | 6,349             |                   |                    |                        |                    |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>46,481,820</b> | <b>46,661,651</b> | <b>49,456,496</b>  | <b>55,060,219</b>      | <b>5,603,723</b>   | <b>55,180,034</b>      |
| <b>NET COUNTY COST</b>      | <b>32,485,543</b> | <b>33,459,820</b> | <b>34,767,780</b>  | <b>42,333,816</b>      | <b>7,566,036</b>   | <b>42,453,631</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 226.0             | 226.0             | 221.0              | 219.0                  | (2.0)              | 219.0                  |
| Funded FTE                  | 225.6             | 226.0             | 221.7              | 219.0                  | (2.7)              | 219.0                  |

**Custody Programs (3150P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 2,090,871         | 1,748,614         | 2,586,599          | 2,414,169              | (172,430)         | 1,345,513              |
| Charges for Services        | 977,506           | 912,089           | 1,021,150          | 1,021,150              |                   | 1,021,150              |
| Miscellaneous Revenue       | 60,047            | 65,079            | 20,000             | 20,000                 |                   | 20,000                 |
| <b>TOTAL SOURCES</b>        | <b>3,128,424</b>  | <b>2,725,782</b>  | <b>3,627,749</b>   | <b>3,455,319</b>       | <b>(172,430)</b>  | <b>2,386,663</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 7,572,208         | 7,555,555         | 7,563,932          | 8,984,353              | 1,420,421         | 8,827,615              |
| Services and Supplies       | 540,971           | 639,422           | 2,273,514          | 2,273,514              |                   | 421,596                |
| Other Charges               | 1,189,757         | 1,274,696         | 1,447,414          | 1,475,847              | 28,433            | 1,413,227              |
| Fixed Assets                | 5,623             |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | <b>9,308,559</b>  | <b>9,469,673</b>  | <b>11,284,860</b>  | <b>12,733,714</b>      | <b>1,448,854</b>  | <b>10,662,438</b>      |
| Intrafund Transfers         |                   | (343,000)         | (1,096,565)        | (1,046,565)            | 50,000            | (106,565)              |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,308,559</b>  | <b>9,126,673</b>  | <b>10,188,295</b>  | <b>11,687,149</b>      | <b>1,498,854</b>  | <b>10,555,873</b>      |
| <b>NET COUNTY COST</b>      | <b>6,180,135</b>  | <b>6,400,891</b>  | <b>6,560,546</b>   | <b>8,231,830</b>       | <b>1,671,284</b>  | <b>8,169,210</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 37.0              | 38.0              | 39.0               | 41.0                   | 2.0               | 39.0                   |
| Funded FTE                  | 37.0              | 38.0              | 38.5               | 40.0                   | 1.5               | 39.0                   |

## Court Security and Transportation Services (3158P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 1,416,746         | 1,291,986         | 1,468,625          | 1,179,958              | (288,667)         | 1,179,958              |
| Charges for Services        | 64,995            | 90,330            | 25,000             | 25,000                 |                   | 25,000                 |
| Interfund Revenue           | 8,011,729         | 8,606,499         | 8,760,068          | 8,760,068              |                   | 8,899,525              |
| Miscellaneous Revenue       | 19,096            | 18,062            |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>        | <b>9,512,566</b>  | <b>10,006,877</b> | <b>10,253,693</b>  | <b>9,965,026</b>       | <b>(288,667)</b>  | <b>10,104,483</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 13,273,703        | 13,437,821        | 14,047,268         | 16,026,946             | 1,979,678         | 16,166,403             |
| Services and Supplies       | 1,134,286         | 1,076,729         | 1,298,351          | 1,298,351              |                   | 1,298,351              |
| Other Charges               | 530,249           | 542,944           | 567,559            | 586,571                | 19,012            | 586,571                |
| <b>Gross Appropriations</b> | <b>14,938,238</b> | <b>15,057,494</b> | <b>15,913,178</b>  | <b>17,911,868</b>      | <b>1,998,690</b>  | <b>18,051,325</b>      |
| Intrafund Transfers         | (168,401)         | (184,627)         | (146,908)          | (146,908)              |                   | (146,908)              |
| <b>TOTAL REQUIREMENTS</b>   | <b>14,769,837</b> | <b>14,872,868</b> | <b>15,766,270</b>  | <b>17,764,960</b>      | <b>1,998,690</b>  | <b>17,904,417</b>      |
| <b>NET COUNTY COST</b>      | <b>5,257,272</b>  | <b>4,865,991</b>  | <b>5,512,577</b>   | <b>7,799,934</b>       | <b>2,287,357</b>  | <b>7,799,934</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 77.0              | 73.0              | 69.0               | 68.0                   | (1.0)             | 68.0                   |
| Funded FTE                  | 76.5              | 73.0              | 69.0               | 67.9                   | (1.0)             | 67.9                   |

**Probation Department (3200B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Fines, Forfeitures and Penalties | 42,767            | 46,365            | 54,200             | 30,000                 | (24,200)           | 30,000                 |
| Intergovernmental Revenues       | 30,540,502        | 27,773,525        | 28,185,499         | 26,973,076             | (1,212,423)        | 26,795,107             |
| Charges for Services             | 1,753,803         | 1,535,961         | 1,578,998          | 1,592,589              | 13,591             | 1,592,589              |
| Miscellaneous Revenue            | 67,506            | 108,363           | 103,188            | 98,775                 | (4,413)            | 98,775                 |
| <b>Total Revenue</b>             | <b>32,404,578</b> | <b>29,464,214</b> | <b>29,921,885</b>  | <b>28,694,440</b>      | <b>(1,227,445)</b> | <b>28,516,471</b>      |
| Fund Balance                     | 2,717,501         | 2,289,169         | 1,246,541          | 925,539                | (321,002)          | 925,539                |
| <b>TOTAL SOURCES</b>             | <b>35,122,079</b> | <b>31,753,383</b> | <b>31,168,426</b>  | <b>29,619,979</b>      | <b>(1,548,447)</b> | <b>29,442,010</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 51,925,112        | 53,236,432        | 52,771,819         | 52,458,862             | (312,957)          | 53,026,930             |
| Services and Supplies            | 11,700,584        | 23,113,756        | 21,692,243         | 24,395,462             | 2,703,219          | 23,568,109             |
| Other Charges                    | 13,390,727        | 15,593,979        | 15,863,467         | 16,036,094             | 172,627            | 16,036,094             |
| Fixed Assets                     |                   | 10,419            |                    | 170,170                | 170,170            | 70,000                 |
| <b>Gross Appropriations</b>      | <b>77,016,422</b> | <b>91,954,586</b> | <b>90,327,529</b>  | <b>93,060,588</b>      | <b>2,733,059</b>   | <b>92,701,133</b>      |
| Intrafund Transfers              | (8,405,106)       | (19,806,386)      | (18,294,627)       | (19,601,306)           | (1,306,679)        | (19,601,306)           |
| <b>Net Appropriations</b>        | <b>68,611,317</b> | <b>72,148,200</b> | <b>72,032,902</b>  | <b>73,459,282</b>      | <b>1,426,380</b>   | <b>73,099,827</b>      |
| Contingencies/Dept Reserves      | 258,910           |                   | 137,485            | 137,485                |                    | 318,971                |
| <b>TOTAL REQUIREMENTS</b>        | <b>68,870,227</b> | <b>72,148,200</b> | <b>72,170,387</b>  | <b>73,596,767</b>      | <b>1,426,380</b>   | <b>73,418,798</b>      |
| <b>NET COUNTY COST</b>           | <b>33,748,148</b> | <b>40,394,816</b> | <b>41,001,961</b>  | <b>43,976,788</b>      | <b>2,974,827</b>   | <b>43,976,788</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>         | <b>466.0</b>      | <b>463.0</b>      | <b>444.0</b>       | <b>421.0</b>           | <b>(23.0)</b>      | <b>421.0</b>           |
| <b>Funded FTE</b>                | <b>459.1</b>      | <b>456.9</b>      | <b>440.1</b>       | <b>411.2</b>           | <b>(28.9)</b>      | <b>411.2</b>           |

## Administrative Services (3211P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                    |                    |                        |                   |                        |
| Intergovernmental Revenues  | 1,136,489         | 1,018,921          | 329,535            | 490,208                | 160,673           | 490,208                |
| Charges for Services        | 350               | 172                | 150                | 150                    |                   | 150                    |
| Miscellaneous Revenue       | 4,328             | 7,740              |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>1,141,166</b>  | <b>1,026,833</b>   | <b>329,685</b>     | <b>490,358</b>         | <b>160,673</b>    | <b>490,358</b>         |
| Fund Balance                | 2,717,501         | 777,963            | 632,563            | 311,561                | (321,002)         | 311,561                |
| <b>TOTAL SOURCES</b>        | <b>3,858,667</b>  | <b>1,804,796</b>   | <b>962,248</b>     | <b>801,919</b>         | <b>(160,329)</b>  | <b>801,919</b>         |
| <b>REQUIREMENTS</b>         |                   |                    |                    |                        |                   |                        |
| Salaries and Benefits       | 2,966,472         | 3,013,936          | 3,195,898          | 2,877,548              | (318,350)         | 2,901,266              |
| Services and Supplies       | 577,230           | 1,404,749          | 1,357,809          | 1,085,596              | (272,213)         | 1,070,596              |
| Other Charges               | 1,570,366         | 909,077            | 1,281,724          | 1,420,893              | 139,169           | 1,420,893              |
| <b>Gross Appropriations</b> | <b>5,114,068</b>  | <b>5,327,762</b>   | <b>5,835,431</b>   | <b>5,384,037</b>       | <b>(451,394)</b>  | <b>5,392,755</b>       |
| Intrafund Transfers         | (1,465,705)       | (5,752,691)        | (4,792,737)        | (4,582,118)            | 210,619           | (4,582,118)            |
| <b>Net Appropriations</b>   | <b>3,648,363</b>  | <b>(424,929)</b>   | <b>1,042,694</b>   | <b>801,919</b>         | <b>(240,775)</b>  | <b>810,637</b>         |
| Contingencies/Dept Reserves | 258,910           |                    |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,907,273</b>  | <b>(424,929)</b>   | <b>1,042,694</b>   | <b>801,919</b>         | <b>(240,775)</b>  | <b>810,637</b>         |
| <b>NET COUNTY COST</b>      | <b>48,606</b>     | <b>(2,229,725)</b> | <b>80,446</b>      |                        | <b>(80,446)</b>   | <b>8,718</b>           |
| <b>AUTHORIZED POSITIONS</b> |                   |                    |                    |                        |                   |                        |
| Salary Resolution           | 21.0              | 21.0               | 20.0               | 17.0                   | (3.0)             | 17.0                   |
| Funded FTE                  | 21.0              | 21.0               | 20.0               | 16.9                   | (3.1)             | 16.9                   |

## Adult Supervision and Court Services (3227P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 11,926            | 9,888             | 10,500             | 5,000                  | (5,500)           | 5,000                  |
| Intergovernmental Revenues       | 5,967,517         | 5,247,286         | 6,045,018          | 5,621,961              | (423,057)         | 5,443,992              |
| Charges for Services             | 1,095,943         | 1,043,935         | 1,054,490          | 981,759                | (72,731)          | 981,759                |
| Miscellaneous Revenue            | 25,656            | 64,927            | 75,000             | 23,350                 | (51,650)          | 23,350                 |
| <b>TOTAL SOURCES</b>             | <b>7,101,041</b>  | <b>6,366,037</b>  | <b>7,185,008</b>   | <b>6,632,070</b>       | <b>(552,938)</b>  | <b>6,454,101</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 16,504,024        | 16,597,994        | 17,971,554         | 17,170,047             | (801,507)         | 17,350,840             |
| Services and Supplies            | 2,800,828         | 6,457,367         | 6,299,208          | 6,791,009              | 491,801           | 6,613,040              |
| Other Charges                    | 1,599,049         | 1,596,879         | 1,440,984          | 1,626,597              | 185,613           | 1,626,597              |
| Fixed Assets                     |                   | 5,210             |                    |                        |                   |                        |
| <b>Gross Appropriations</b>      | <b>20,903,901</b> | <b>24,657,449</b> | <b>25,711,746</b>  | <b>25,587,653</b>      | <b>(124,093)</b>  | <b>25,590,477</b>      |
| Intrafund Transfers              | (1,952,556)       | (5,636,180)       | (5,723,034)        | (6,302,253)            | (579,219)         | (6,302,253)            |
| <b>TOTAL REQUIREMENTS</b>        | <b>18,951,345</b> | <b>19,021,269</b> | <b>19,988,712</b>  | <b>19,285,400</b>      | <b>(703,312)</b>  | <b>19,288,224</b>      |
| <b>NET COUNTY COST</b>           | <b>11,850,304</b> | <b>12,655,232</b> | <b>12,803,704</b>  | <b>12,653,330</b>      | <b>(150,374)</b>  | <b>12,834,123</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>         | 144.0             | 145.0             | 145.0              | 132.0                  | (13.0)            | 132.0                  |
| <b>Funded FTE</b>                | 142.0             | 142.9             | 143.6              | 129.6                  | (14.0)            | 129.6                  |

## Juvenile Supervision and Court Services (3253P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Fines, Forfeitures and Penalties | 30,841            | 36,477            | 43,700             | 25,000                 | (18,700)           | 25,000                 |
| Intergovernmental Revenues       | 14,109,446        | 13,436,755        | 12,208,224         | 10,629,435             | (1,578,789)        | 10,629,435             |
| Charges for Services             | 58,286            | 57,749            | 110,000            | 95,580                 | (14,420)           | 95,580                 |
| Miscellaneous Revenue            | 13,460            | 20,012            | 14,400             | 45,200                 | 30,800             | 45,200                 |
| <b>TOTAL SOURCES</b>             | <b>14,212,032</b> | <b>13,550,993</b> | <b>12,376,324</b>  | <b>10,795,215</b>      | <b>(1,581,109)</b> | <b>10,795,215</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 16,263,428        | 16,526,260        | 15,393,903         | 14,997,685             | (396,218)          | 15,139,812             |
| Services and Supplies            | 4,510,938         | 8,364,828         | 7,511,710          | 8,146,049              | 634,339            | 7,646,321              |
| Other Charges                    | 2,267,850         | 1,131,253         | 2,565,518          | 2,529,819              | (35,699)           | 2,529,819              |
| Fixed Assets                     |                   | 5,210             |                    | 170,170                | 170,170            | 70,000                 |
| <b>Gross Appropriations</b>      | <b>23,042,216</b> | <b>26,027,551</b> | <b>25,471,131</b>  | <b>25,843,723</b>      | <b>372,592</b>     | <b>25,385,952</b>      |
| Intrafund Transfers              | (4,427,499)       | (7,414,120)       | (7,019,060)        | (7,505,101)            | (486,041)          | (7,505,101)            |
| <b>TOTAL REQUIREMENTS</b>        | <b>18,614,717</b> | <b>18,613,431</b> | <b>18,452,071</b>  | <b>18,338,622</b>      | <b>(113,449)</b>   | <b>17,880,851</b>      |
| <b>NET COUNTY COST</b>           | <b>4,402,685</b>  | <b>5,062,438</b>  | <b>6,075,747</b>   | <b>7,543,407</b>       | <b>1,467,660</b>   | <b>7,085,636</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| Salary Resolution                | 151.0             | 151.0             | 129.0              | 120.0                  | (9.0)              | 120.0                  |
| Funded FTE                       | 145.0             | 147.2             | 126.7              | 113.9                  | (12.8)             | 113.9                  |



**Institutions Services (3283P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 9,327,051         | 8,070,563         | 9,602,722          | 10,231,472             | 628,750           | 10,231,472             |
| Charges for Services        | 599,224           | 434,105           | 414,358            | 515,100                | 100,742           | 515,100                |
| Miscellaneous Revenue       | 24,062            | 15,683            | 13,788             | 30,225                 | 16,437            | 30,225                 |
| <b>Total Revenue</b>        | <b>9,950,337</b>  | <b>8,520,351</b>  | <b>10,030,868</b>  | <b>10,776,797</b>      | <b>745,929</b>    | <b>10,776,797</b>      |
| Fund Balance                |                   | 1,511,206         | 613,978            | 613,978                |                   | 613,978                |
| <b>TOTAL SOURCES</b>        | <b>9,950,337</b>  | <b>10,031,557</b> | <b>10,644,846</b>  | <b>11,390,775</b>      | <b>745,929</b>    | <b>11,390,775</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 16,191,188        | 17,098,243        | 16,210,464         | 17,413,582             | 1,203,118         | 17,635,012             |
| Services and Supplies       | 3,811,588         | 6,886,812         | 6,523,516          | 8,372,808              | 1,849,292         | 8,238,152              |
| Other Charges               | 7,953,461         | 11,956,769        | 10,575,241         | 10,458,785             | (116,456)         | 10,458,785             |
| <b>Gross Appropriations</b> | <b>27,956,237</b> | <b>35,941,824</b> | <b>33,309,221</b>  | <b>36,245,175</b>      | <b>2,935,954</b>  | <b>36,331,949</b>      |
| Intrafund Transfers         | (559,346)         | (1,003,395)       | (759,796)          | (1,211,834)            | (452,038)         | (1,211,834)            |
| <b>Net Appropriations</b>   | <b>27,396,892</b> | <b>34,938,429</b> | <b>32,549,425</b>  | <b>35,033,341</b>      | <b>2,483,916</b>  | <b>35,120,115</b>      |
| Contingencies/Dept Reserves |                   |                   | 137,485            | 137,485                |                   | 318,971                |
| <b>TOTAL REQUIREMENTS</b>   | <b>27,396,892</b> | <b>34,938,429</b> | <b>32,686,910</b>  | <b>35,170,826</b>      | <b>2,483,916</b>  | <b>35,439,086</b>      |
| <b>NET COUNTY COST</b>      | <b>17,446,554</b> | <b>24,906,871</b> | <b>22,042,064</b>  | <b>23,780,051</b>      | <b>1,737,987</b>  | <b>24,048,311</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 150.0             | 146.0             | 150.0              | 152.0                  | 2.0               | 152.0                  |
| Funded FTE                  | 151.2             | 145.8             | 149.8              | 150.8                  | 1.0               | 150.8                  |

**Coroner's Office (3300B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 10,917            | 10,600            | 11,200             | 11,200                 |                   | 11,200                 |
| Intergovernmental Revenues       | 507,082           | 462,428           | 490,031            | 393,713                | (96,318)          | 393,713                |
| Charges for Services             | 171,702           | 204,327           | 208,000            | 272,150                | 64,150            | 283,700                |
| Miscellaneous Revenue            | 9,999             | 31,382            | 8,500              | 8,500                  |                   | 8,500                  |
| <b>Total Revenue</b>             | <b>699,700</b>    | <b>708,737</b>    | <b>717,731</b>     | <b>685,563</b>         | <b>(32,168)</b>   | <b>697,113</b>         |
| Fund Balance                     | 169,077           | 285,590           | 511,844            | 511,844                |                   | 511,844                |
| <b>TOTAL SOURCES</b>             | <b>868,777</b>    | <b>994,327</b>    | <b>1,229,575</b>   | <b>1,197,407</b>       | <b>(32,168)</b>   | <b>1,208,957</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 1,806,073         | 1,737,740         | 1,897,903          | 1,940,639              | 42,736            | 1,967,008              |
| Services and Supplies            | 563,016           | 604,059           | 789,681            | 683,345                | (106,336)         | 683,345                |
| Other Charges                    | 239,809           | 256,638           | 287,280            | 284,102                | (3,178)           | 284,102                |
| <b>Net Appropriations</b>        | <b>2,608,898</b>  | <b>2,598,437</b>  | <b>2,974,864</b>   | <b>2,908,086</b>       | <b>(66,778)</b>   | <b>2,934,455</b>       |
| Contingencies/Dept Reserves      | 92,581            | 209,094           | 335,348            | 278,693                | (56,655)          | 263,874                |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,701,479</b>  | <b>2,807,531</b>  | <b>3,310,212</b>   | <b>3,186,779</b>       | <b>(123,433)</b>  | <b>3,198,329</b>       |
| <b>NET COUNTY COST</b>           | <b>1,832,702</b>  | <b>1,813,203</b>  | <b>2,080,637</b>   | <b>1,989,372</b>       | <b>(91,265)</b>   | <b>1,989,372</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>         | 15.0              | 15.0              | 15.0               | 15.0                   |                   | 15.0                   |
| <b>Funded FTE</b>                | 15.0              | 15.0              | 15.0               | 15.0                   |                   | 15.0                   |

**Structural Fire (3550B)**  
**Structural Fire Protection Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Taxes                      | 4,712,114         | 4,997,464         | 4,360,428          | 4,962,547              | 602,119           | 4,962,547              |
| Use of Money and Property  | 97,256            | 37,631            | 32,000             | 42,000                 | 10,000            | 42,000                 |
| Intergovernmental Revenues | 48,382            | 34,369            | 70,004             | 33,083                 | (36,921)          | 33,083                 |
| Charges for Services       | 360,884           | 285,502           | 290,000            | 285,000                | (5,000)           | 285,000                |
| Interfund Revenue          | 915,000           | 1,017,368         | 1,238,594          | 1,050,791              | (187,803)         | 1,050,791              |
| Miscellaneous Revenue      | 77,794            | 158,302           | 74,000             | 46,000                 | (28,000)          | 46,000                 |
| <b>Total Revenue</b>       | <b>6,211,430</b>  | <b>6,530,635</b>  | <b>6,065,026</b>   | <b>6,419,421</b>       | <b>354,395</b>    | <b>6,419,421</b>       |
| Fund Balance               | 166,507           | 213,175           | 525,059            |                        | (525,059)         |                        |
| <b>TOTAL SOURCES</b>       | <b>6,377,937</b>  | <b>6,743,810</b>  | <b>6,590,085</b>   | <b>6,419,421</b>       | <b>(170,664)</b>  | <b>6,419,421</b>       |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Services and Supplies      | 6,164,763         | 6,218,751         | 6,590,085          | 6,419,421              | (170,664)         | 6,419,421              |
| <b>Net Appropriations</b>  | <b>6,164,763</b>  | <b>6,218,751</b>  | <b>6,590,085</b>   | <b>6,419,421</b>       | <b>(170,664)</b>  | <b>6,419,421</b>       |
| Non-General Fund Reserves  | 213,175           | 525,059           |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>  | <b>6,377,938</b>  | <b>6,743,810</b>  | <b>6,590,085</b>   | <b>6,419,421</b>       | <b>(170,664)</b>  | <b>6,419,421</b>       |

## Fire Protection Services (3580B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>            |                   |                   |                    |                        |                   |                        |
| Interfund Revenue         | 6,164,763         | 6,218,751         | 6,590,085          | 6,419,421              | (170,664)         | 6,419,421              |
| Miscellaneous Revenue     | 573               |                   |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>      | <b>6,165,336</b>  | <b>6,218,751</b>  | <b>6,590,085</b>   | <b>6,419,421</b>       | <b>(170,664)</b>  | <b>6,419,421</b>       |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits     | 108               | 156               | 155                | 156                    | 1                 | 156                    |
| Services and Supplies     | 5,909,447         | 5,878,981         | 6,230,786          | 6,081,689              | (149,097)         | 6,081,689              |
| Other Charges             | 198,579           | 178,058           | 184,400            | 217,576                | 33,176            | 217,576                |
| Fixed Assets              | 57,202            | 161,556           | 174,744            | 120,000                | (54,744)          | 120,000                |
| <b>TOTAL REQUIREMENTS</b> | <b>6,165,336</b>  | <b>6,218,751</b>  | <b>6,590,085</b>   | <b>6,419,421</b>       | <b>(170,664)</b>  | <b>6,419,421</b>       |

**County Service Area #1 (3560B)**  
**County Service Area #1 Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Taxes                      | 1,929,646         | 2,052,557         | 1,836,365          | 2,011,610              | 175,245           | 2,011,610              |
| Use of Money and Property  | 57,576            | (30,384)          | 35,000             | 15,000                 | (20,000)          | 15,000                 |
| Intergovernmental Revenues | 13,646            | 13,407            | 12,618             | 13,500                 | 882               | 13,500                 |
| Charges for Services       | 92,183            | 92,183            | 93,000             | 93,000                 |                   | 93,000                 |
| <b>Total Revenue</b>       | <b>2,093,050</b>  | <b>2,127,764</b>  | <b>1,976,983</b>   | <b>2,133,110</b>       | <b>156,127</b>    | <b>2,133,110</b>       |
| Fund Balance               | 909,574           | 1,098,235         | 1,323,507          | 1,276,491              | (47,016)          | 1,276,491              |
| <b>TOTAL SOURCES</b>       | <b>3,002,624</b>  | <b>3,225,999</b>  | <b>3,300,490</b>   | <b>3,409,601</b>       | <b>109,111</b>    | <b>3,409,601</b>       |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Services and Supplies      | 1,864,681         | 1,860,263         | 2,178,341          | 2,287,490              | 109,149           | 2,287,490              |
| Other Charges              | 68                | 669               | 190                | 152                    | (38)              | 152                    |
| Fixed Assets               | 39,641            | 41,559            |                    |                        |                   |                        |
| <b>Net Appropriations</b>  | <b>1,904,390</b>  | <b>1,902,491</b>  | <b>2,178,531</b>   | <b>2,287,642</b>       | <b>109,111</b>    | <b>2,287,642</b>       |
| Non-General Fund Reserves  | 1,098,235         | 1,323,507         | 1,121,959          | 1,121,959              |                   | 1,121,959              |
| <b>TOTAL REQUIREMENTS</b>  | <b>3,002,625</b>  | <b>3,225,998</b>  | <b>3,300,490</b>   | <b>3,409,601</b>       | <b>109,111</b>    | <b>3,409,601</b>       |

## Health Administration (5500B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 649,537           | 712,598           | 234,640            | 464,516                | 229,876           | 464,516                |
| Charges for Services        | 284,651           | 121,734           | 464,513            | 821,562                | 357,049           | 821,562                |
| Interfund Revenue           | 19,568            | 19,568            | 19,568             | 19,568                 |                   | 19,568                 |
| Miscellaneous Revenue       | 342,207           | 365,449           | 333,175            | 333,175                |                   | 333,175                |
| <b>Total Revenue</b>        | <b>1,295,963</b>  | <b>1,219,348</b>  | <b>1,051,896</b>   | <b>1,638,821</b>       | <b>586,925</b>    | <b>1,638,821</b>       |
| Fund Balance                | 1,111,107         | 1,164,793         | 1,044,871          | 818,222                | (226,649)         | 818,222                |
| <b>TOTAL SOURCES</b>        | <b>2,407,070</b>  | <b>2,384,141</b>  | <b>2,096,767</b>   | <b>2,457,043</b>       | <b>360,276</b>    | <b>2,457,043</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,035,793         | 2,376,060         | 2,369,152          | 2,159,450              | (209,702)         | 2,202,639              |
| Services and Supplies       | 3,625,003         | 1,247,494         | 1,055,410          | 1,630,655              | 575,245           | 1,630,655              |
| Other Charges               | 3,448,797         | 1,390,990         | 1,824,161          | 1,677,788              | (146,373)         | 1,634,599              |
| <b>Gross Appropriations</b> | <b>9,109,594</b>  | <b>5,014,544</b>  | <b>5,248,723</b>   | <b>5,467,893</b>       | <b>219,170</b>    | <b>5,467,893</b>       |
| Intrafund Transfers         | (7,752,229)       | (3,579,339)       | (3,884,381)        | (3,743,275)            | 141,106           | (3,743,275)            |
| <b>Net Appropriations</b>   | <b>1,357,364</b>  | <b>1,435,205</b>  | <b>1,364,342</b>   | <b>1,724,618</b>       | <b>360,276</b>    | <b>1,724,618</b>       |
| Contingencies/Dept Reserves | 1,111,107         | 664,793           | 732,425            | 732,425                |                   | 732,425                |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,468,471</b>  | <b>2,099,998</b>  | <b>2,096,767</b>   | <b>2,457,043</b>       | <b>360,276</b>    | <b>2,457,043</b>       |
| <b>NET COUNTY COST</b>      | <b>61,401</b>     | <b>(284,143)</b>  |                    |                        |                   |                        |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>18.0</b>       | <b>16.0</b>       | <b>14.0</b>        | <b>13.0</b>            | <b>(1.0)</b>      | <b>13.0</b>            |
| <b>Funded FTE</b>           | <b>16.2</b>       | <b>15.4</b>       | <b>13.8</b>        | <b>12.4</b>            | <b>(1.3)</b>      | <b>12.4</b>            |

## Health Policy and Planning (5550B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 822,919           | 607,456           | 75,000             | 240,000                | 165,000           | 240,000                |
| Charges for Services        | 728,198           | 865,649           | 1,135,000          | 2,002,400              | 867,400           | 2,072,400              |
| Interfund Revenue           | 14,934            | 18,301            | 37,000             | 201,000                | 164,000           | 201,000                |
| Miscellaneous Revenue       | 4,259,634         | 3,790,211         | 4,380,891          | 3,703,440              | (677,451)         | 3,703,440              |
| <b>Total Revenue</b>        | <b>5,825,685</b>  | <b>5,281,617</b>  | <b>5,627,891</b>   | <b>6,146,840</b>       | <b>518,949</b>    | <b>6,216,840</b>       |
| Fund Balance                | 203,048           | 260,441           | 371,899            | 371,899                |                   | 371,899                |
| <b>TOTAL SOURCES</b>        | <b>6,028,733</b>  | <b>5,542,058</b>  | <b>5,999,790</b>   | <b>6,518,739</b>       | <b>518,949</b>    | <b>6,588,739</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 3,190,748         | 3,307,128         | 5,098,884          | 6,157,648              | 1,058,764         | 6,279,633              |
| Services and Supplies       | 9,810,706         | 8,665,453         | 8,670,745          | 7,447,155              | (1,223,590)       | 7,395,170              |
| Other Charges               | 121,666           | 189,931           | 160,847            | 240,271                | 79,424            | 240,271                |
| <b>Gross Appropriations</b> | <b>13,123,120</b> | <b>12,162,512</b> | <b>13,930,476</b>  | <b>13,845,074</b>      | <b>(85,402)</b>   | <b>13,915,074</b>      |
| Intrafund Transfers         | (5,135,897)       | (4,755,302)       | (4,644,640)        | (3,696,758)            | 947,882           | (3,696,758)            |
| <b>Net Appropriations</b>   | <b>7,987,223</b>  | <b>7,407,210</b>  | <b>9,285,836</b>   | <b>10,148,316</b>      | <b>862,480</b>    | <b>10,218,316</b>      |
| Contingencies/Dept Reserves | 177,475           | 260,441           | 260,441            | 260,441                |                   | 260,441                |
| <b>TOTAL REQUIREMENTS</b>   | <b>8,164,698</b>  | <b>7,667,651</b>  | <b>9,546,277</b>   | <b>10,408,757</b>      | <b>862,480</b>    | <b>10,478,757</b>      |
| <b>NET COUNTY COST</b>      | <b>2,135,966</b>  | <b>2,125,593</b>  | <b>3,546,487</b>   | <b>3,890,018</b>       | <b>343,531</b>    | <b>3,890,018</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 28.0              | 30.0              | 50.0               | 53.0                   | 3.0               | 53.0                   |
| <b>Funded FTE</b>           | 26.0              | 29.9              | 45.8               | 52.9                   | 7.1               | 52.9                   |

**Emergency Medical Services Fund (5630B)**  
**Emergency Medical Services Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 1,702,795         | 1,998,334         | 1,808,547          | 2,174,941              | 366,394           | 2,174,941              |
| Use of Money and Property        | 81,508            | (67,177)          | 60,000             | 24,474                 | (35,526)          | 24,474                 |
| Intergovernmental Revenues       | 9,278             | (3,866)           |                    |                        |                   |                        |
| Miscellaneous Revenue            | 357,532           | 338,957           | 334,066            |                        | (334,066)         |                        |
| <b>Total Revenue</b>             | 2,151,113         | 2,266,248         | 2,202,613          | 2,199,415              | (3,198)           | 2,199,415              |
| Fund Balance                     | 2,020,905         | 2,301,485         | 2,570,404          | 2,563,412              | (6,992)           | 2,501,590              |
| <b>TOTAL SOURCES</b>             | 4,172,018         | 4,567,733         | 4,773,017          | 4,762,827              | (10,190)          | 4,701,005              |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Services and Supplies            | 1,870,533         | 1,997,329         | 2,014,727          | 2,261,237              | 246,510           | 2,261,237              |
| <b>Net Appropriations</b>        | 1,870,533         | 1,997,329         | 2,014,727          | 2,261,237              | 246,510           | 2,261,237              |
| Contingencies/Dept Reserves      |                   |                   | 275,206            |                        | (275,206)         |                        |
| Non-General Fund Reserves        | 2,301,485         | 2,570,404         | 2,483,084          | 2,501,590              | 18,506            | 2,439,768              |
| <b>TOTAL REQUIREMENTS</b>        | 4,172,018         | 4,567,733         | 4,773,017          | 4,762,827              | (10,190)          | 4,701,005              |



## Aging and Adult Services (5700B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 66,224            | 52,323            | 70,000             |                        | (70,000)          |                        |
| Use of Money and Property        | 515,602           |                   | 400,000            | 100,000                | (300,000)         | 100,000                |
| Intergovernmental Revenues       | 11,563,671        | 10,465,925        | 12,234,533         | 11,865,552             | (368,981)         | 12,373,886             |
| Charges for Services             | 2,477,935         | 2,264,178         | 3,242,750          | 3,267,163              | 24,413            | 3,327,039              |
| Interfund Revenue                | 142,097           | 148,007           | 218,872            | 218,624                | (248)             | 218,624                |
| Miscellaneous Revenue            | 479,005           | 752,440           | 774,445            | 804,556                | 30,111            | 804,556                |
| <b>Total Revenue</b>             | <b>15,244,533</b> | <b>13,682,872</b> | <b>16,940,600</b>  | <b>16,255,895</b>      | <b>(684,705)</b>  | <b>16,824,105</b>      |
| Fund Balance                     | 2,037,136         | 2,477,107         | 1,845,931          | 1,845,931              |                   | 1,425,931              |
| <b>TOTAL SOURCES</b>             | <b>17,281,669</b> | <b>16,159,979</b> | <b>18,786,531</b>  | <b>18,101,826</b>      | <b>(684,705)</b>  | <b>18,250,036</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 12,599,011        | 12,660,720        | 14,045,757         | 14,198,538             | 152,781           | 14,346,748             |
| Services and Supplies            | 3,921,802         | 3,519,191         | 3,919,901          | 3,830,020              | (89,881)          | 3,830,020              |
| Other Charges                    | 5,212,438         | 4,664,226         | 5,313,193          | 5,076,070              | (237,123)         | 5,076,070              |
| <b>Gross Appropriations</b>      | <b>21,733,252</b> | <b>20,844,137</b> | <b>23,278,851</b>  | <b>23,104,628</b>      | <b>(174,223)</b>  | <b>23,252,838</b>      |
| Intrafund Transfers              | (1,779,423)       | (1,598,440)       | (1,396,404)        | (1,324,603)            | 71,801            | (1,324,603)            |
| <b>Net Appropriations</b>        | <b>19,953,829</b> | <b>19,245,697</b> | <b>21,882,447</b>  | <b>21,780,025</b>      | <b>(102,422)</b>  | <b>21,928,235</b>      |
| Contingencies/Dept Reserves      | 1,699,524         | 1,833,044         | 1,845,931          | 1,425,931              | (420,000)         | 1,425,931              |
| <b>TOTAL REQUIREMENTS</b>        | <b>21,653,353</b> | <b>21,078,741</b> | <b>23,728,378</b>  | <b>23,205,956</b>      | <b>(522,422)</b>  | <b>23,354,166</b>      |
| <b>NET COUNTY COST</b>           | <b>4,371,683</b>  | <b>4,918,762</b>  | <b>4,941,847</b>   | <b>5,104,130</b>       | <b>162,283</b>    | <b>5,104,130</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 125.0             | 125.0             | 118.0              | 117.0                  | (1.0)             | 117.0                  |
| Funded FTE                       | 124.7             | 125.0             | 121.4              | 117.0                  | (4.4)             | 117.0                  |

## Conservatorship Program (5700P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 513,254           |                   | 400,000            | 100,000                | (300,000)         | 100,000                |
| Charges for Services        | 2,135,706         | 1,884,149         | 3,109,417          | 3,242,163              | 132,746           | 3,302,039              |
| Interfund Revenue           | 15,237            | 21,489            | 9,984              |                        | (9,984)           |                        |
| Miscellaneous Revenue       | 395,157           | 400,635           | 435,000            | 584,249                | 149,249           | 584,249                |
| <b>TOTAL SOURCES</b>        | <b>3,059,354</b>  | <b>2,306,273</b>  | <b>3,954,401</b>   | <b>3,926,412</b>       | <b>(27,989)</b>   | <b>3,986,288</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 3,950,397         | 4,057,236         | 4,750,374          | 4,891,202              | 140,828           | 4,951,078              |
| Services and Supplies       | 1,529,685         | 1,629,758         | 1,982,937          | 2,171,521              | 188,584           | 2,171,521              |
| Other Charges               | 276,486           | 546,624           | 599,083            | 628,619                | 29,536            | 628,619                |
| <b>Gross Appropriations</b> | <b>5,756,568</b>  | <b>6,233,618</b>  | <b>7,332,394</b>   | <b>7,691,342</b>       | <b>358,948</b>    | <b>7,751,218</b>       |
| Intrafund Transfers         | (1,124,603)       | (1,149,231)       | (1,124,603)        | (1,124,603)            |                   | (1,124,603)            |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,631,965</b>  | <b>5,084,387</b>  | <b>6,207,791</b>   | <b>6,566,739</b>       | <b>358,948</b>    | <b>6,626,615</b>       |
| <b>NET COUNTY COST</b>      | <b>1,572,611</b>  | <b>2,778,114</b>  | <b>2,253,390</b>   | <b>2,640,327</b>       | <b>386,937</b>    | <b>2,640,327</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 45.0              | 45.0              | 44.0               | 44.0                   |                   | 44.0                   |
| Funded FTE                  | 45.0              | 45.0              | 44.7               | 44.0                   | (0.7)             | 44.0                   |

## Community-Based Programs (5720P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 66,224            | 52,323            | 70,000             |                        | (70,000)          |                        |
| Use of Money and Property        | 2,349             |                   |                    |                        |                   |                        |
| Intergovernmental Revenues       | 11,563,671        | 10,465,925        | 12,234,533         | 11,865,552             | (368,981)         | 12,373,886             |
| Charges for Services             | 342,229           | 380,030           | 133,333            | 25,000                 | (108,333)         | 25,000                 |
| Interfund Revenue                | 126,859           | 126,518           | 208,888            | 218,624                | 9,736             | 218,624                |
| Miscellaneous Revenue            | 83,848            | 351,804           | 339,445            | 220,307                | (119,138)         | 220,307                |
| <b>Total Revenue</b>             | <b>12,185,180</b> | <b>11,376,599</b> | <b>12,986,199</b>  | <b>12,329,483</b>      | <b>(656,716)</b>  | <b>12,837,817</b>      |
| Fund Balance                     | 2,037,136         | 2,477,107         | 1,845,931          | 1,845,931              |                   | 1,425,931              |
| <b>TOTAL SOURCES</b>             | <b>14,222,316</b> | <b>13,853,706</b> | <b>14,832,130</b>  | <b>14,175,414</b>      | <b>(656,716)</b>  | <b>14,263,748</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 8,648,614         | 8,603,485         | 9,295,383          | 9,307,336              | 11,953            | 9,395,670              |
| Services and Supplies            | 2,392,118         | 1,889,433         | 1,936,964          | 1,658,499              | (278,465)         | 1,658,499              |
| Other Charges                    | 4,935,952         | 4,117,602         | 4,714,110          | 4,447,451              | (266,659)         | 4,447,451              |
| <b>Gross Appropriations</b>      | <b>15,976,684</b> | <b>14,610,519</b> | <b>15,946,457</b>  | <b>15,413,286</b>      | <b>(533,171)</b>  | <b>15,501,620</b>      |
| Intrafund Transfers              | (654,820)         | (449,209)         | (271,801)          | (200,000)              | 71,801            | (200,000)              |
| <b>Net Appropriations</b>        | <b>15,321,864</b> | <b>14,161,310</b> | <b>15,674,656</b>  | <b>15,213,286</b>      | <b>(461,370)</b>  | <b>15,301,620</b>      |
| Contingencies/Dept Reserves      | 1,699,524         | 1,833,044         | 1,845,931          | 1,425,931              | (420,000)         | 1,425,931              |
| <b>TOTAL REQUIREMENTS</b>        | <b>17,021,388</b> | <b>15,994,354</b> | <b>17,520,587</b>  | <b>16,639,217</b>      | <b>(881,370)</b>  | <b>16,727,551</b>      |
| <b>NET COUNTY COST</b>           | <b>2,799,072</b>  | <b>2,140,648</b>  | <b>2,688,457</b>   | <b>2,463,803</b>       | <b>(224,654)</b>  | <b>2,463,803</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 80.0              | 80.0              | 74.0               | 73.0                   | (1.0)             | 73.0                   |
| Funded FTE                       | 79.7              | 80.0              | 76.8               | 73.0                   | (3.8)             | 73.0                   |

**IHSS Public Authority (5800B)**  
**IHSS Public Authority Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Use of Money and Property  | 66,783            | (96,880)          |                    |                        |                   |                        |
| Intergovernmental Revenues | 8,220,697         | 9,585,444         | 11,916,885         | 9,850,479              | (2,066,406)       | 9,850,479              |
| Interfund Revenue          | 4,688,600         | 4,700,635         | 4,487,523          | 4,808,994              | 321,471           | 4,808,994              |
| Miscellaneous Revenue      | 515               | 495               |                    |                        |                   |                        |
| <b>Total Revenue</b>       | 12,976,595        | 14,189,693        | 16,404,408         | 14,659,473             | (1,744,935)       | 14,659,473             |
| Fund Balance               | 3,364,826         | 3,496,963         | 3,372,643          | 3,372,643              |                   | 3,372,643              |
| <b>TOTAL SOURCES</b>       | 16,341,421        | 17,686,656        | 19,777,051         | 18,032,116             | (1,744,935)       | 18,032,116             |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits      | 433,710           | 466,451           | 540,348            | 577,141                | 36,793            | 577,141                |
| Services and Supplies      | 2,758,766         | 2,982,882         | 3,116,338          | 3,097,260              | (19,078)          | 3,097,260              |
| Other Charges              | 9,651,982         | 10,864,680        | 12,747,722         | 10,985,072             | (1,762,650)       | 10,985,072             |
| <b>Net Appropriations</b>  | 12,844,458        | 14,314,013        | 16,404,408         | 14,659,473             | (1,744,935)       | 14,659,473             |
| Non-General Fund Reserves  | 3,496,964         | 3,372,643         | 3,372,643          | 3,372,643              |                   | 3,372,643              |
| <b>TOTAL REQUIREMENTS</b>  | 16,341,422        | 17,686,656        | 19,777,051         | 18,032,116             | (1,744,935)       | 18,032,116             |

**IHSS Public Authority GF (6900B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>REQUIREMENTS</b>       |                   |                   |                    |                        |                   |                        |
| Other Charges             | 4,487,523         | 4,487,523         | 4,487,523          | 4,487,523              |                   | 4,487,523              |
| <b>TOTAL REQUIREMENTS</b> | 4,487,523         | 4,487,523         | 4,487,523          | 4,487,523              |                   | 4,487,523              |
| <b>NET COUNTY COST</b>    | 4,487,523         | 4,487,523         | 4,487,523          | 4,487,523              |                   | 4,487,523              |

## Behavioral Health and Recovery Services (6100B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                    |                    |                    |                        |                    |                        |
| Use of Money and Property   | 31,372             | 32,355             | 34,016             | 34,016                 |                    | 34,016                 |
| Intergovernmental Revenues  | 70,453,627         | 64,340,181         | 76,318,543         | 64,859,288             | (11,459,255)       | 62,642,227             |
| Charges for Services        | 28,122,299         | 38,187,455         | 33,624,413         | 39,285,411             | 5,660,998          | 39,285,411             |
| Interfund Revenue           | 9,561              |                    |                    |                        |                    |                        |
| Miscellaneous Revenue       | 1,193,159          | 2,305,239          | 1,759,527          | 1,377,061              | (382,466)          | 1,377,061              |
| <b>Total Revenue</b>        | <b>99,810,018</b>  | <b>104,865,230</b> | <b>111,736,499</b> | <b>105,555,776</b>     | <b>(6,180,723)</b> | <b>103,338,715</b>     |
| Fund Balance                | 7,593,849          | 6,803,670          | 6,975,029          | 6,662,529              | (312,500)          | 6,662,529              |
| <b>TOTAL SOURCES</b>        | <b>107,403,867</b> | <b>111,668,900</b> | <b>118,711,528</b> | <b>112,218,305</b>     | <b>(6,493,223)</b> | <b>110,001,244</b>     |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                        |                    |                        |
| Salaries and Benefits       | 40,266,004         | 42,520,468         | 48,108,345         | 48,532,480             | 424,135            | 49,102,342             |
| Services and Supplies       | 52,427,384         | 54,753,226         | 55,036,381         | 49,443,205             | (5,593,176)        | 46,916,686             |
| Other Charges               | 28,725,963         | 32,435,000         | 32,223,717         | 30,293,605             | (1,930,112)        | 30,033,201             |
| Other Financing Uses        | 27,226             |                    |                    |                        |                    |                        |
| <b>Gross Appropriations</b> | <b>121,446,577</b> | <b>129,708,694</b> | <b>135,368,443</b> | <b>128,269,290</b>     | <b>(7,099,153)</b> | <b>126,052,229</b>     |
| Intrafund Transfers         | (3,523,458)        | (2,754,048)        | (2,734,672)        | (3,468,005)            | (733,333)          | (3,468,005)            |
| <b>Net Appropriations</b>   | <b>117,923,119</b> | <b>126,954,646</b> | <b>132,633,771</b> | <b>124,801,285</b>     | <b>(7,832,486)</b> | <b>122,584,224</b>     |
| Contingencies/Dept Reserves | 7,456,200          | 6,522,447          | 6,693,806          | 6,381,306              | (312,500)          | 6,381,306              |
| <b>TOTAL REQUIREMENTS</b>   | <b>125,379,319</b> | <b>133,477,093</b> | <b>139,327,577</b> | <b>131,182,591</b>     | <b>(8,144,986)</b> | <b>128,965,530</b>     |
| <b>NET COUNTY COST</b>      | <b>17,975,452</b>  | <b>21,808,193</b>  | <b>20,616,049</b>  | <b>18,964,286</b>      | <b>(1,651,763)</b> | <b>18,964,286</b>      |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                        |                    |                        |
| Salary Resolution           | 412.0              | 412.0              | 403.0              | 392.0                  | (11.0)             | 392.0                  |
| Funded FTE                  | 387.5              | 384.7              | 388.6              | 373.6                  | (14.9)             | 373.6                  |

**Behavioral Health and Recovery Administration (6110P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08   | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|---------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                     |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 6,402,211           | 6,842,484         | 7,739,917          | 5,041,986              | (2,697,931)       | 4,820,280              |
| Charges for Services        | 15,244,285          | 1,258,001         | 5,520,668          | 9,322,321              | 3,801,653         | 9,322,321              |
| Miscellaneous Revenue       | 45,606              | 8,656             | 45,385             | 109,004                | 63,619            | 109,004                |
| <b>Total Revenue</b>        | <b>21,692,102</b>   | <b>8,109,142</b>  | <b>13,305,970</b>  | <b>14,473,311</b>      | <b>1,167,341</b>  | <b>14,251,605</b>      |
| Fund Balance                | 7,456,200           | 6,666,021         | 6,681,827          | 6,369,327              | (312,500)         | 6,369,327              |
| <b>TOTAL SOURCES</b>        | <b>29,148,302</b>   | <b>14,775,163</b> | <b>19,987,797</b>  | <b>20,842,638</b>      | <b>854,841</b>    | <b>20,620,932</b>      |
| <b>REQUIREMENTS</b>         |                     |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 5,564,383           | 5,955,801         | 6,498,965          | 6,770,579              | 271,614           | 6,868,283              |
| Services and Supplies       | 4,016,347           | 2,645,964         | 5,213,891          | 5,878,588              | 664,697           | 5,559,178              |
| Other Charges               | 1,581,187           | 2,385,502         | 3,303,077          | 3,001,693              | (301,384)         | 3,001,693              |
| <b>Net Appropriations</b>   | <b>11,161,916</b>   | <b>10,987,267</b> | <b>15,015,933</b>  | <b>15,650,860</b>      | <b>634,927</b>    | <b>15,429,154</b>      |
| Contingencies/Dept Reserves | 7,456,200           | 6,522,447         | 6,538,253          | 6,225,753              | (312,500)         | 6,225,753              |
| <b>TOTAL REQUIREMENTS</b>   | <b>18,618,116</b>   | <b>17,509,714</b> | <b>21,554,186</b>  | <b>21,876,613</b>      | <b>322,427</b>    | <b>21,654,907</b>      |
| <b>NET COUNTY COST</b>      | <b>(10,530,185)</b> | <b>2,734,551</b>  | <b>1,566,389</b>   | <b>1,033,975</b>       | <b>(532,414)</b>  | <b>1,033,975</b>       |
| <b>AUTHORIZED POSITIONS</b> |                     |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>51.0</b>         | <b>53.0</b>       | <b>53.0</b>        | <b>51.0</b>            | <b>(2.0)</b>      | <b>51.0</b>            |
| <b>Funded FTE</b>           | <b>48.1</b>         | <b>50.5</b>       | <b>51.5</b>        | <b>50.0</b>            | <b>(1.5)</b>      | <b>50.0</b>            |

## Mental Health Youth Services (6130P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Intergovernmental Revenues  | 14,051,818        | 18,356,343        | 22,930,953         | 20,608,938             | (2,322,015)        | 19,500,408             |
| Charges for Services        | 1,555,899         | 3,793,688         | 4,414,230          | 4,498,528              | 84,298             | 4,498,528              |
| Miscellaneous Revenue       | 172,912           | 117,353           | 145,554            | 118,158                | (27,396)           | 118,158                |
| <b>TOTAL SOURCES</b>        | <b>15,780,629</b> | <b>22,267,385</b> | <b>27,490,737</b>  | <b>25,225,624</b>      | <b>(2,265,113)</b> | <b>24,117,094</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 15,703,310        | 16,317,477        | 19,090,287         | 18,937,215             | (153,072)          | 19,109,177             |
| Services and Supplies       | 9,471,478         | 10,241,878        | 11,946,649         | 12,168,311             | 221,662            | 10,887,819             |
| Other Charges               | 2,070,898         | 2,513,398         | 2,308,741          | 2,247,242              | (61,499)           | 2,247,242              |
| <b>Gross Appropriations</b> | <b>27,245,686</b> | <b>29,072,753</b> | <b>33,345,677</b>  | <b>33,352,768</b>      | <b>7,091</b>       | <b>32,244,238</b>      |
| Intrafund Transfers         | (2,206,084)       | (1,709,885)       | (2,099,284)        | (2,735,139)            | (635,855)          | (2,735,139)            |
| <b>TOTAL REQUIREMENTS</b>   | <b>25,039,602</b> | <b>27,362,868</b> | <b>31,246,393</b>  | <b>30,617,629</b>      | <b>(628,764)</b>   | <b>29,509,099</b>      |
| <b>NET COUNTY COST</b>      | <b>9,258,973</b>  | <b>5,095,483</b>  | <b>3,755,656</b>   | <b>5,392,005</b>       | <b>1,636,349</b>   | <b>5,392,005</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 169.0             | 168.0             | 161.0              | 157.0                  | (4.0)              | 157.0                  |
| Funded FTE                  | 161.9             | 158.1             | 158.8              | 149.6                  | (9.2)              | 149.6                  |



## Mental Health Adult Services (6140P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Intergovernmental Revenues  | 38,585,234        | 29,563,587        | 36,691,498         | 30,516,931             | (6,174,567)        | 29,851,814             |
| Charges for Services        | 10,445,766        | 32,284,937        | 21,914,597         | 23,849,894             | 1,935,297          | 23,849,894             |
| Interfund Revenue           | 9,561             |                   |                    |                        |                    |                        |
| Miscellaneous Revenue       | 546,925           | 1,482,540         | 562,088            | 131,022                | (431,066)          | 131,022                |
| <b>TOTAL SOURCES</b>        | <b>49,587,485</b> | <b>63,331,064</b> | <b>59,168,183</b>  | <b>54,497,847</b>      | <b>(4,670,336)</b> | <b>53,832,730</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 16,213,950        | 17,085,643        | 19,042,189         | 19,407,668             | 365,479            | 19,669,168             |
| Services and Supplies       | 36,899,388        | 40,013,879        | 36,247,153         | 29,964,225             | (6,282,928)        | 29,037,608             |
| Other Charges               | 12,097,818        | 15,095,231        | 14,020,638         | 12,824,037             | (1,196,601)        | 12,824,037             |
| Other Financing Uses        | 27,226            |                   |                    |                        |                    |                        |
| <b>Gross Appropriations</b> | <b>65,238,382</b> | <b>72,194,753</b> | <b>69,309,980</b>  | <b>62,195,930</b>      | <b>(7,114,050)</b> | <b>61,530,813</b>      |
| Intrafund Transfers         | (483,533)         | (209,842)         | (186,603)          | (176,603)              | 10,000             | (176,603)              |
| <b>TOTAL REQUIREMENTS</b>   | <b>64,754,849</b> | <b>71,984,911</b> | <b>69,123,377</b>  | <b>62,019,327</b>      | <b>(7,104,050)</b> | <b>61,354,210</b>      |
| <b>NET COUNTY COST</b>      | <b>15,167,364</b> | <b>8,653,848</b>  | <b>9,955,194</b>   | <b>7,521,480</b>       | <b>(2,433,714)</b> | <b>7,521,480</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 160.0             | 159.0             | 158.0              | 155.0                  | (3.0)              | 155.0                  |
| Funded FTE                  | 147.0             | 146.0             | 148.3              | 146.5                  | (1.8)              | 146.5                  |

## Alcohol and Other Drug Services (6170P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 31,372            | 32,355            | 34,016             | 34,016                 |                   | 34,016                 |
| Intergovernmental Revenues  | 11,414,364        | 9,577,767         | 8,956,175          | 8,691,433              | (264,742)         | 8,469,725              |
| Charges for Services        | 876,349           | 850,829           | 1,774,918          | 1,614,668              | (160,250)         | 1,614,668              |
| Miscellaneous Revenue       | 427,717           | 696,689           | 1,006,500          | 1,018,877              | 12,377            | 1,018,877              |
| <b>Total Revenue</b>        | <b>12,749,802</b> | <b>11,157,640</b> | <b>11,771,609</b>  | <b>11,358,994</b>      | <b>(412,615)</b>  | <b>11,137,286</b>      |
| Fund Balance                | 137,649           | 137,649           | 293,202            | 293,202                |                   | 293,202                |
| <b>TOTAL SOURCES</b>        | <b>12,887,451</b> | <b>11,295,289</b> | <b>12,064,811</b>  | <b>11,652,196</b>      | <b>(412,615)</b>  | <b>11,430,488</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,784,361         | 3,161,547         | 3,476,904          | 3,417,018              | (59,886)          | 3,455,714              |
| Services and Supplies       | 2,040,171         | 1,851,505         | 1,628,688          | 1,432,081              | (196,607)         | 1,432,081              |
| Other Charges               | 12,976,061        | 12,440,869        | 12,591,261         | 12,220,633             | (370,628)         | 11,960,229             |
| <b>Gross Appropriations</b> | <b>17,800,593</b> | <b>17,453,921</b> | <b>17,696,853</b>  | <b>17,069,732</b>      | <b>(627,121)</b>  | <b>16,848,024</b>      |
| Intrafund Transfers         | (833,841)         | (834,320)         | (448,785)          | (556,263)              | (107,478)         | (556,263)              |
| <b>Net Appropriations</b>   | <b>16,966,752</b> | <b>16,619,600</b> | <b>17,248,068</b>  | <b>16,513,469</b>      | <b>(734,599)</b>  | <b>16,291,761</b>      |
| Contingencies/Dept Reserves |                   |                   | 155,553            | 155,553                |                   | 155,553                |
| <b>TOTAL REQUIREMENTS</b>   | <b>16,966,752</b> | <b>16,619,600</b> | <b>17,403,621</b>  | <b>16,669,022</b>      | <b>(734,599)</b>  | <b>16,447,314</b>      |
| <b>NET COUNTY COST</b>      | <b>4,079,301</b>  | <b>5,324,312</b>  | <b>5,338,810</b>   | <b>5,016,826</b>       | <b>(321,984)</b>  | <b>5,016,826</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>32.0</b>       | <b>32.0</b>       | <b>31.0</b>        | <b>29.0</b>            | <b>(2.0)</b>      | <b>29.0</b>            |
| <b>Funded FTE</b>           | <b>30.5</b>       | <b>30.1</b>       | <b>30.0</b>        | <b>27.5</b>            | <b>(2.5)</b>      | <b>27.5</b>            |

## Community Health (6200B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 1,374,679         | 1,482,008         | 1,613,054          | 1,509,170              | (103,884)         | 1,509,170              |
| Fines, Forfeitures and Penalties | 275,315           | 618,648           | 689,354            | 715,953                | 26,599            | 715,953                |
| Intergovernmental Revenues       | 16,683,869        | 15,790,557        | 15,880,937         | 15,359,656             | (521,281)         | 15,077,118             |
| Charges for Services             | 10,087,246        | 10,449,844        | 10,800,104         | 13,125,086             | 2,324,982         | 13,243,247             |
| Interfund Revenue                | 579,471           | 596,832           | 563,390            | 598,000                | 34,610            | 598,000                |
| Miscellaneous Revenue            | 2,378,091         | 1,408,657         | 5,121,933          | 5,106,140              | (15,793)          | 5,106,140              |
| Other Financing Sources          | 35,430            | 42,474            | 76,795             |                        | (76,795)          |                        |
| <b>Total Revenue</b>             | <b>31,414,101</b> | <b>30,389,020</b> | <b>34,745,567</b>  | <b>36,414,005</b>      | <b>1,668,438</b>  | <b>36,249,628</b>      |
| Fund Balance                     | 5,082,601         | 4,275,138         | 4,360,522          | 4,274,335              | (86,187)          | 3,795,667              |
| <b>TOTAL SOURCES</b>             | <b>36,496,702</b> | <b>34,664,158</b> | <b>39,106,089</b>  | <b>40,688,340</b>      | <b>1,582,251</b>  | <b>40,045,295</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 22,384,158        | 22,241,734        | 23,857,276         | 25,383,167             | 1,525,891         | 25,593,952             |
| Services and Supplies            | 13,345,975        | 12,362,280        | 18,149,629         | 16,514,877             | (1,634,752)       | 16,466,133             |
| Other Charges                    | 3,834,705         | 3,518,864         | 3,254,371          | 3,052,044              | (202,327)         | 3,016,245              |
| Fixed Assets                     | 141,640           |                   | 24,250             | 718,642                | 694,392           |                        |
| Other Financing Uses             | 178,877           |                   |                    | 42,564                 | 42,564            |                        |
| <b>Gross Appropriations</b>      | <b>39,885,355</b> | <b>38,122,878</b> | <b>45,285,526</b>  | <b>45,711,294</b>      | <b>425,768</b>    | <b>45,076,330</b>      |
| Intrafund Transfers              | (1,999,245)       | (1,923,524)       | (4,281,816)        | (3,234,897)            | 1,046,919         | (3,242,978)            |
| <b>Net Appropriations</b>        | <b>37,886,111</b> | <b>36,199,355</b> | <b>41,003,710</b>  | <b>42,476,397</b>      | <b>1,472,687</b>  | <b>41,833,352</b>      |
| Contingencies/Dept Reserves      | 3,308,827         | 3,032,567         | 3,973,040          | 3,494,372              | (478,668)         | 3,494,372              |
| <b>TOTAL REQUIREMENTS</b>        | <b>41,194,938</b> | <b>39,231,922</b> | <b>44,976,750</b>  | <b>45,970,769</b>      | <b>994,019</b>    | <b>45,327,724</b>      |
| <b>NET COUNTY COST</b>           | <b>4,698,236</b>  | <b>4,567,763</b>  | <b>5,870,661</b>   | <b>5,282,429</b>       | <b>(588,232)</b>  | <b>5,282,429</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 205.0             | 201.0             | 178.0              | 177.0                  | (1.0)             | 177.0                  |
| Funded FTE                       | 204.3             | 197.2             | 176.0              | 173.4                  | (2.6)             | 173.4                  |

## Community Health Administration (6210P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                    |                    |                    |                        |                   |                        |
| Intergovernmental Revenues  | 4,485,452          | 4,097,028          |                    |                        |                   |                        |
| Charges for Services        | 119,651            | 13,148             | 80,000             | 94,320                 | 14,320            | 94,320                 |
| Miscellaneous Revenue       | 48,467             | 52,364             | 42,444             | 42,444                 |                   | 42,444                 |
| <b>Total Revenue</b>        | <b>4,653,570</b>   | <b>4,162,540</b>   | <b>122,444</b>     | <b>136,764</b>         | <b>14,320</b>     | <b>136,764</b>         |
| Fund Balance                | 2,565,632          | 1,643,450          | 1,525,250          | 1,525,250              |                   | 1,046,582              |
| <b>TOTAL SOURCES</b>        | <b>7,219,202</b>   | <b>5,805,990</b>   | <b>1,647,694</b>   | <b>1,662,014</b>       | <b>14,320</b>     | <b>1,183,346</b>       |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits       | 1,862,744          | 1,431,333          | 1,710,319          | 1,423,874              | (286,445)         | 1,442,961              |
| Services and Supplies       | 210,345            | 369,087            | 307,841            | 275,219                | (32,622)          | 256,132                |
| Other Charges               | 396,524            | 290,632            | 153,498            | 169,710                | 16,212            | 169,710                |
| Other Financing Uses        | 178,877            |                    |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | <b>2,648,489</b>   | <b>2,091,052</b>   | <b>2,171,658</b>   | <b>1,868,803</b>       | <b>(302,855)</b>  | <b>1,868,803</b>       |
| Intrafund Transfers         | (514,978)          | (246,594)          | (320,681)          | (300,218)              | 20,463            | (300,218)              |
| <b>Net Appropriations</b>   | <b>2,133,511</b>   | <b>1,844,458</b>   | <b>1,850,977</b>   | <b>1,568,585</b>       | <b>(282,392)</b>  | <b>1,568,585</b>       |
| Contingencies/Dept Reserves | 1,147,729          | 908,862            | 1,525,250          | 1,046,582              | (478,668)         | 1,046,582              |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,281,240</b>   | <b>2,753,320</b>   | <b>3,376,227</b>   | <b>2,615,167</b>       | <b>(761,060)</b>  | <b>2,615,167</b>       |
| <b>NET COUNTY COST</b>      | <b>(3,937,961)</b> | <b>(3,052,670)</b> | <b>1,728,533</b>   | <b>953,153</b>         | <b>(775,380)</b>  | <b>1,431,821</b>       |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 13.0               | 13.0               | 13.0               | 10.0                   | (3.0)             | 10.0                   |
| <b>Funded FTE</b>           | 12.7               | 13.0               | 13.0               | 9.9                    | (3.1)             | 9.9                    |

**Public Health (6220P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 492,457           | 548,223           | 628,433            | 627,713                | (720)             | 627,713                |
| Intergovernmental Revenues       | 10,725,748        | 10,032,488        | 13,813,078         | 13,510,712             | (302,366)         | 13,228,174             |
| Charges for Services             | 1,855,569         | 1,794,604         | 1,968,186          | 2,418,867              | 450,681           | 2,423,898              |
| Interfund Revenue                | 579,471           | 596,832           | 563,390            | 598,000                | 34,610            | 598,000                |
| Miscellaneous Revenue            | 430,694           | 79,204            | 10,720             | 1,225                  | (9,495)           | 1,225                  |
| <b>Total Revenue</b>             | <b>14,083,938</b> | <b>13,051,352</b> | <b>16,983,807</b>  | <b>17,156,517</b>      | <b>172,710</b>    | <b>16,879,010</b>      |
| Fund Balance                     |                   | 903,097           | 830,423            | 744,236                | (86,187)          | 744,236                |
| <b>TOTAL SOURCES</b>             | <b>14,083,938</b> | <b>13,954,449</b> | <b>17,814,230</b>  | <b>17,900,753</b>      | <b>86,523</b>     | <b>17,623,246</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 10,602,466        | 10,543,020        | 11,360,237         | 12,555,393             | 1,195,156         | 12,616,032             |
| Services and Supplies            | 8,969,295         | 8,514,080         | 9,901,212          | 9,048,655              | (852,557)         | 9,036,927              |
| Other Charges                    | 2,239,131         | 1,975,624         | 2,076,015          | 1,819,646              | (256,369)         | 1,783,847              |
| Fixed Assets                     | 68,198            |                   |                    | 718,642                | 718,642           |                        |
| Other Financing Uses             |                   |                   |                    | 42,564                 | 42,564            |                        |
| <b>Gross Appropriations</b>      | <b>21,879,089</b> | <b>21,032,723</b> | <b>23,337,464</b>  | <b>24,184,900</b>      | <b>847,436</b>    | <b>23,436,806</b>      |
| Intrafund Transfers              | (930,480)         | (983,371)         | (3,000,574)        | (2,721,635)            | 278,939           | (2,729,716)            |
| <b>Net Appropriations</b>        | <b>20,948,609</b> | <b>20,049,352</b> | <b>20,336,890</b>  | <b>21,463,265</b>      | <b>1,126,375</b>  | <b>20,707,090</b>      |
| Contingencies/Dept Reserves      |                   | 420,114           | 442,941            | 442,941                |                   | 442,941                |
| <b>TOTAL REQUIREMENTS</b>        | <b>20,948,609</b> | <b>20,469,466</b> | <b>20,779,831</b>  | <b>21,906,206</b>      | <b>1,126,375</b>  | <b>21,150,031</b>      |
| <b>NET COUNTY COST</b>           | <b>6,864,671</b>  | <b>6,515,017</b>  | <b>2,965,601</b>   | <b>4,005,453</b>       | <b>1,039,852</b>  | <b>3,526,785</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>         | 105.0             | 100.0             | 83.0               | 85.0                   | 2.0               | 85.0                   |
| <b>Funded FTE</b>                | 105.0             | 96.6              | 80.8               | 81.8                   | 1.0               | 81.8                   |

## Chronic Disease and Injury Prevention (6230P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 136,604           | 150,644           | 150,000            | 150,000                |                   | 150,000                |
| Charges for Services        |                   | 21,768            | 21,000             | 33,000                 | 12,000            | 33,000                 |
| Miscellaneous Revenue       | 537,488           | 343,775           | 640,000            | 640,000                |                   | 640,000                |
| <b>Total Revenue</b>        | <b>674,092</b>    | <b>516,187</b>    | <b>811,000</b>     | <b>823,000</b>         | <b>12,000</b>     | <b>823,000</b>         |
| Fund Balance                | 104,781           | 104,781           | 104,781            | 104,781                |                   | 104,781                |
| <b>TOTAL SOURCES</b>        | <b>778,873</b>    | <b>620,968</b>    | <b>915,781</b>     | <b>927,781</b>         | <b>12,000</b>     | <b>927,781</b>         |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 423,782           | 398,558           | 441,641            | 539,337                | 97,696            | 543,809                |
| Services and Supplies       | 14,995            | 29,779            | 448,573            | 391,789                | (56,784)          | 387,317                |
| Other Charges               | 447,304           | 303,452           | 17,354             | 19,394                 | 2,040             | 19,394                 |
| <b>Gross Appropriations</b> | <b>886,081</b>    | <b>731,789</b>    | <b>907,568</b>     | <b>950,520</b>         | <b>42,952</b>     | <b>950,520</b>         |
| Intrafund Transfers         | (4,736)           |                   | (119,251)          | (39,020)               | 80,231            | (39,020)               |
| <b>Net Appropriations</b>   | <b>881,345</b>    | <b>731,789</b>    | <b>788,317</b>     | <b>911,500</b>         | <b>123,183</b>    | <b>911,500</b>         |
| Contingencies/Dept Reserves | 104,781           | 104,781           | 104,781            | 104,781                |                   | 104,781                |
| <b>TOTAL REQUIREMENTS</b>   | <b>986,126</b>    | <b>836,570</b>    | <b>893,098</b>     | <b>1,016,281</b>       | <b>123,183</b>    | <b>1,016,281</b>       |
| <b>NET COUNTY COST</b>      | <b>207,252</b>    | <b>215,602</b>    | <b>(22,683)</b>    | <b>88,500</b>          | <b>111,183</b>    | <b>88,500</b>          |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 4.0               | 5.0               | 4.0                | 4.0                    |                   | 4.0                    |
| Funded FTE                  | 4.0               | 5.0               | 4.0                | 4.0                    |                   | 4.0                    |

## Emergency Medical Services GF (5600P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 5,200             | 8,440             | 5,500              | 6,000                  | 500               | 6,000                  |
| Fines, Forfeitures and Penalties | 178,230           | 497,543           | 579,354            | 605,953                | 26,599            | 605,953                |
| Intergovernmental Revenues       | 83,345            | 200,000           |                    |                        |                   |                        |
| Charges for Services             |                   |                   | 40,500             | 38,433                 | (2,067)           | 38,433                 |
| Miscellaneous Revenue            | 1,119,320         | 667,002           | 4,183,769          | 4,162,471              | (21,298)          | 4,162,471              |
| <b>TOTAL SOURCES</b>             | <b>1,386,095</b>  | <b>1,372,985</b>  | <b>4,809,123</b>   | <b>4,812,857</b>       | <b>3,734</b>      | <b>4,812,857</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 786,867           | 872,337           | 833,631            | 903,350                | 69,719            | 916,807                |
| Services and Supplies            | 1,074,760         | 1,123,543         | 4,717,400          | 3,981,302              | (736,098)         | 3,967,845              |
| Other Charges                    | 81,813            | 70,663            | 78,574             | 80,777                 | 2,203             | 80,777                 |
| <b>Gross Appropriations</b>      | <b>1,943,440</b>  | <b>2,066,543</b>  | <b>5,629,605</b>   | <b>4,965,429</b>       | <b>(664,176)</b>  | <b>4,965,429</b>       |
| Intrafund Transfers              | (549,051)         | (693,558)         | (820,482)          | (152,572)              | 667,910           | (152,572)              |
| <b>TOTAL REQUIREMENTS</b>        | <b>1,394,390</b>  | <b>1,372,985</b>  | <b>4,809,123</b>   | <b>4,812,857</b>       | <b>3,734</b>      | <b>4,812,857</b>       |
| <b>NET COUNTY COST</b>           | <b>8,295</b>      |                   |                    |                        |                   |                        |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>         | 6.0               | 6.0               | 5.0                | 5.0                    |                   | 5.0                    |
| <b>Funded FTE</b>                | 6.0               | 6.0               | 5.0                | 5.0                    |                   | 5.0                    |

## Environmental Health Services (5900P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 877,023           | 925,345           | 979,121            | 875,457                | (103,664)         | 875,457                |
| Fines, Forfeitures and Penalties | 97,085            | 121,105           | 110,000            | 110,000                |                   | 110,000                |
| Intergovernmental Revenues       | 1,252,719         | 1,310,397         | 1,917,859          | 1,698,944              | (218,915)         | 1,698,944              |
| Charges for Services             | 8,112,026         | 8,620,324         | 8,690,418          | 10,540,466             | 1,850,048         | 10,653,596             |
| Miscellaneous Revenue            | 242,123           | 266,312           | 245,000            | 260,000                | 15,000            | 260,000                |
| Other Financing Sources          | 35,430            | 42,474            | 76,795             |                        | (76,795)          |                        |
| <b>Total Revenue</b>             | <b>10,616,406</b> | <b>11,285,957</b> | <b>12,019,193</b>  | <b>13,484,867</b>      | <b>1,465,674</b>  | <b>13,597,997</b>      |
| Fund Balance                     | 2,412,188         | 1,623,810         | 1,900,068          | 1,900,068              |                   | 1,900,068              |
| <b>TOTAL SOURCES</b>             | <b>13,028,594</b> | <b>12,909,767</b> | <b>13,919,261</b>  | <b>15,384,935</b>      | <b>1,465,674</b>  | <b>15,498,065</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 8,708,300         | 8,996,486         | 9,511,448          | 9,961,213              | 449,765           | 10,074,343             |
| Services and Supplies            | 3,076,579         | 2,325,792         | 2,774,603          | 2,817,912              | 43,309            | 2,817,912              |
| Other Charges                    | 669,934           | 878,493           | 928,930            | 962,517                | 33,587            | 962,517                |
| Fixed Assets                     | 73,442            |                   | 24,250             |                        | (24,250)          |                        |
| <b>Gross Appropriations</b>      | <b>12,528,256</b> | <b>12,200,771</b> | <b>13,239,231</b>  | <b>13,741,642</b>      | <b>502,411</b>    | <b>13,854,772</b>      |
| Intrafund Transfers              |                   |                   | (20,828)           | (21,452)               | (624)             | (21,452)               |
| <b>Net Appropriations</b>        | <b>12,528,256</b> | <b>12,200,771</b> | <b>13,218,403</b>  | <b>13,720,190</b>      | <b>501,787</b>    | <b>13,833,320</b>      |
| Contingencies/Dept Reserves      | 2,056,317         | 1,598,810         | 1,900,068          | 1,900,068              |                   | 1,900,068              |
| <b>TOTAL REQUIREMENTS</b>        | <b>14,584,573</b> | <b>13,799,581</b> | <b>15,118,471</b>  | <b>15,620,258</b>      | <b>501,787</b>    | <b>15,733,388</b>      |
| <b>NET COUNTY COST</b>           | <b>1,555,979</b>  | <b>889,815</b>    | <b>1,199,210</b>   | <b>235,323</b>         | <b>(963,887)</b>  | <b>235,323</b>         |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 77.0              | 77.0              | 73.0               | 73.0                   |                   | 73.0                   |
| Funded FTE                       | 76.6              | 76.7              | 73.3               | 72.7                   | (0.5)             | 72.7                   |



**Family Health Services (6240B)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 11,421,620        | 11,405,099        | 11,298,777         | 11,070,372             | (228,405)         | 11,070,372             |
| Charges for Services        | 2,625,139         | 2,711,396         | 2,911,336          | 4,135,900              | 1,224,564         | 4,135,900              |
| Miscellaneous Revenue       | 2,501,402         | 1,392,487         | 1,208,131          | 1,357,556              | 149,425           | 1,357,556              |
| <b>Total Revenue</b>        | <b>16,548,161</b> | <b>15,508,981</b> | <b>15,418,244</b>  | <b>16,563,828</b>      | <b>1,145,584</b>  | <b>16,563,828</b>      |
| Fund Balance                | 1,774,506         | 1,583,544         | 1,950,886          | 1,950,886              |                   | 1,950,886              |
| <b>TOTAL SOURCES</b>        | <b>18,322,667</b> | <b>17,092,525</b> | <b>17,369,130</b>  | <b>18,514,714</b>      | <b>1,145,584</b>  | <b>18,514,714</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 17,607,929        | 17,817,241        | 20,107,341         | 21,369,552             | 1,262,211         | 21,369,552             |
| Services and Supplies       | 6,085,201         | 2,921,792         | 2,687,776          | 2,827,357              | 139,581           | 2,827,357              |
| Other Charges               | 1,676,997         | 2,054,982         | 2,447,707          | 2,442,182              | (5,525)           | 2,442,182              |
| <b>Gross Appropriations</b> | <b>25,370,127</b> | <b>22,794,015</b> | <b>25,242,824</b>  | <b>26,639,091</b>      | <b>1,396,267</b>  | <b>26,639,091</b>      |
| Intrafund Transfers         | (1,488,094)       | (581,021)         | (1,204,259)        | (1,268,669)            | (64,410)          | (1,268,669)            |
| <b>Net Appropriations</b>   | <b>23,882,033</b> | <b>22,212,994</b> | <b>24,038,565</b>  | <b>25,370,422</b>      | <b>1,331,857</b>  | <b>25,370,422</b>      |
| Contingencies/Dept Reserves | 253,991           | 298,892           | 1,154,382          | 1,154,382              |                   | 1,154,382              |
| <b>TOTAL REQUIREMENTS</b>   | <b>24,136,024</b> | <b>22,511,886</b> | <b>25,192,947</b>  | <b>26,524,804</b>      | <b>1,331,857</b>  | <b>26,524,804</b>      |
| <b>NET COUNTY COST</b>      | <b>5,813,357</b>  | <b>5,419,361</b>  | <b>7,823,817</b>   | <b>8,010,090</b>       | <b>186,273</b>    | <b>8,010,090</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 180.0             | 174.0             | 172.0              | 173.0                  | 1.0               | 173.0                  |
| Funded FTE                  | 167.6             | 166.0             | 162.0              | 162.7                  | 0.7               | 162.7                  |

## Correctional Health Services (6300B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 367,544           | 375,535           | 375,534            | 365,205                | (10,329)          | 365,205                |
| Charges for Services        | 1,604             | 1,579             | 1,100              | 1,600                  | 500               | 1,600                  |
| Interfund Revenue           | 426,663           | 447,218           | 447,218            | 453,926                | 6,708             | 453,926                |
| Miscellaneous Revenue       | 44,506            | 126,985           | 24,162             | 24,162                 |                   | 24,162                 |
| <b>Total Revenue</b>        | <b>840,318</b>    | <b>951,317</b>    | <b>848,014</b>     | <b>844,893</b>         | <b>(3,121)</b>    | <b>844,893</b>         |
| Fund Balance                | 758,124           | 602,850           | 709,189            | 607,114                | (102,075)         | 607,114                |
| <b>TOTAL SOURCES</b>        | <b>1,598,442</b>  | <b>1,554,167</b>  | <b>1,557,203</b>   | <b>1,452,007</b>       | <b>(105,196)</b>  | <b>1,452,007</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 11,052,028        | 11,455,443        | 11,697,869         | 11,944,185             | 246,316           | 11,970,610             |
| Services and Supplies       | 6,048,038         | 5,646,540         | 5,844,353          | 5,722,777              | (121,576)         | 5,722,777              |
| Other Charges               | 647,670           | 445,922           | 629,270            | 582,225                | (47,045)          | 582,225                |
| Fixed Assets                |                   | 10,978            |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | <b>17,747,736</b> | <b>17,558,884</b> | <b>18,171,492</b>  | <b>18,249,187</b>      | <b>77,695</b>     | <b>18,275,612</b>      |
| Intrafund Transfers         | (9,828,458)       | (9,738,434)       | (9,756,674)        | (8,330,499)            | 1,426,175         | (8,356,924)            |
| <b>Net Appropriations</b>   | <b>7,919,279</b>  | <b>7,820,450</b>  | <b>8,414,818</b>   | <b>9,918,688</b>       | <b>1,503,870</b>  | <b>9,918,688</b>       |
| Contingencies/Dept Reserves | 68,307            | 193,597           | 284,925            | 284,925                |                   | 284,925                |
| <b>TOTAL REQUIREMENTS</b>   | <b>7,987,586</b>  | <b>8,014,047</b>  | <b>8,699,743</b>   | <b>10,203,613</b>      | <b>1,503,870</b>  | <b>10,203,613</b>      |
| <b>NET COUNTY COST</b>      | <b>6,389,144</b>  | <b>6,459,880</b>  | <b>7,142,540</b>   | <b>8,751,606</b>       | <b>1,609,066</b>  | <b>8,751,606</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>101.0</b>      | <b>98.0</b>       | <b>94.0</b>        | <b>88.0</b>            | <b>(6.0)</b>      | <b>88.0</b>            |
| <b>Funded FTE</b>           | <b>96.0</b>       | <b>93.2</b>       | <b>91.4</b>        | <b>84.6</b>            | <b>(6.8)</b>      | <b>84.6</b>            |

**San Mateo Medical Center (6600B)  
Medical Center Enterprise Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                    |                    |                    |                        |                   |                        |
| Taxes                       | 23,185             | 40,810             | 44,586             | 46,335                 | 1,749             | 46,335                 |
| Use of Money and Property   | 21,554             | 13,108             | 688                | 2,528                  | 1,840             | 2,528                  |
| Intergovernmental Revenues  | 40,110,997         | 46,092,009         | 46,939,704         | 42,046,975             | (4,892,729)       | 42,046,975             |
| Charges for Services        | 106,728,524        | 125,568,515        | 149,273,510        | 159,699,855            | 10,426,345        | 161,577,406            |
| Interfund Revenue           | 19,533,783         | 18,839,231         | 14,702,526         | 24,218,754             | 9,516,228         | 24,218,754             |
| Miscellaneous Revenue       | 5,376,144          | 4,686,952          | 6,711,574          | 6,255,971              | (455,603)         | 6,255,971              |
| Other Financing Sources     | 55,064,753         | 62,993,021         | 34,427,988         | 20,668,745             | (13,759,243)      | 20,668,745             |
| <b>TOTAL SOURCES</b>        | <b>226,858,941</b> | <b>258,233,647</b> | <b>252,100,576</b> | <b>252,939,163</b>     | <b>838,587</b>    | <b>254,816,714</b>     |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits       | 134,973,714        | 139,799,844        | 144,106,059        | 150,407,956            | 6,301,897         | 152,285,507            |
| Services and Supplies       | 57,861,836         | 60,856,530         | 64,613,602         | 67,657,419             | 3,043,817         | 67,657,419             |
| Other Charges               | 23,975,546         | 34,593,862         | 33,418,765         | 25,751,788             | (7,666,977)       | 25,751,788             |
| Fixed Assets                | 55,399             | 5,036              |                    |                        |                   |                        |
| Other Financing Uses        | 9,992,446          | 10,033,336         | 9,962,150          | 9,122,000              | (840,150)         | 9,122,000              |
| <b>Net Appropriations</b>   | <b>226,858,941</b> | <b>245,288,608</b> | <b>252,100,576</b> | <b>252,939,163</b>     | <b>838,587</b>    | <b>254,816,714</b>     |
| Non-General Fund Reserves   |                    | 12,945,039         |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>226,858,941</b> | <b>258,233,647</b> | <b>252,100,576</b> | <b>252,939,163</b>     | <b>838,587</b>    | <b>254,816,714</b>     |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                        |                   |                        |
| Salary Resolution           | 1,367.0            | 1,341.0            | 1,235.0            | 1,212.0                | (23.0)            | 1,212.0                |
| Funded FTE                  | 1,232.8            | 1,209.7            | 1,127.4            | 1,094.8                | (32.6)            | 1,094.8                |

## Administration and Financial Services (6601P) Medical Center Enterprise Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08    | Actual<br>2008-09   | Revised<br>2009-10  | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|----------------------|---------------------|---------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                      |                     |                     |                        |                    |                        |
| Use of Money and Property   | 21,556               | 13,105              | 688                 | 2,528                  | 1,840              | 2,528                  |
| Intergovernmental Revenues  | 34,025,668           | 36,110,814          | 35,413,576          | 32,362,378             | (3,051,198)        | 32,362,378             |
| Charges for Services        | (213,808,830)        | (204,367,522)       | (174,721,639)       | (171,888,675)          | 2,832,964          | (170,011,124)          |
| Interfund Revenue           | 18,139,196           | 17,523,396          | 13,610,493          | 22,597,900             | 8,987,407          | 22,597,900             |
| Miscellaneous Revenue       | 2,034,083            | 530,462             | 2,459,047           | 798,990                | (1,660,057)        | 798,990                |
| Other Financing Sources     | 55,064,753           | 62,993,021          | 34,427,988          | 20,668,745             | (13,759,243)       | 20,668,745             |
| <b>TOTAL SOURCES</b>        | <b>(104,523,574)</b> | <b>(87,196,724)</b> | <b>(88,809,847)</b> | <b>(95,458,134)</b>    | <b>(6,648,287)</b> | <b>(93,580,583)</b>    |
| <b>REQUIREMENTS</b>         |                      |                     |                     |                        |                    |                        |
| Salaries and Benefits       | 17,908,476           | 18,712,108          | 19,539,971          | 19,757,299             | 217,328            | 20,016,516             |
| Services and Supplies       | 20,703,490           | 20,852,465          | 20,821,987          | 24,225,508             | 3,403,521          | 24,225,508             |
| Other Charges               | 13,842,320           | 23,719,720          | 22,247,374          | 14,925,354             | (7,322,020)        | 14,925,354             |
| Other Financing Uses        | 9,992,446            | 10,033,336          | 9,962,150           | 9,122,000              | (840,150)          | 9,122,000              |
| <b>Net Appropriations</b>   | <b>62,446,732</b>    | <b>73,317,629</b>   | <b>72,571,482</b>   | <b>68,030,161</b>      | <b>(4,541,321)</b> | <b>68,289,378</b>      |
| Non-General Fund Reserves   |                      | 12,945,039          |                     |                        |                    |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>62,446,732</b>    | <b>86,262,668</b>   | <b>72,571,482</b>   | <b>68,030,161</b>      | <b>(4,541,321)</b> | <b>68,289,378</b>      |
| <b>NET COUNTY COST</b>      | <b>166,970,306</b>   | <b>173,459,392</b>  | <b>161,381,329</b>  | <b>163,488,295</b>     | <b>2,106,966</b>   | <b>161,869,961</b>     |
| <b>AUTHORIZED POSITIONS</b> |                      |                     |                     |                        |                    |                        |
| Salary Resolution           | 204.0                | 172.0               | 145.0               | 144.0                  | (1.0)              | 144.0                  |
| Funded FTE                  | 203.5                | 171.6               | 149.9               | 143.3                  | (6.5)              | 143.3                  |

**Patient Care Services (6610P)**  
**Medical Center Enterprise Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08   | Actual<br>2008-09   | Revised<br>2009-10  | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|---------------------|---------------------|---------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                     |                     |                     |                        |                    |                        |
| Charges for Services        | 103,109,211         | 99,170,979          | 93,563,737          | 103,106,535            | 9,542,798          | 103,106,535            |
| Interfund Revenue           |                     |                     |                     | 150,000                | 150,000            | 150,000                |
| Miscellaneous Revenue       | 172,829             | 398,611             | 446,586             | 357,415                | (89,171)           | 357,415                |
| <b>TOTAL SOURCES</b>        | <b>103,282,040</b>  | <b>99,569,590</b>   | <b>94,010,323</b>   | <b>103,613,950</b>     | <b>9,603,627</b>   | <b>103,613,950</b>     |
| <b>REQUIREMENTS</b>         |                     |                     |                     |                        |                    |                        |
| Salaries and Benefits       | 24,182,780          | 24,346,801          | 24,430,160          | 25,420,163             | 990,003            | 25,577,340             |
| Services and Supplies       | 11,071,865          | 11,202,424          | 10,983,364          | 11,988,184             | 1,004,820          | 11,988,184             |
| Other Charges               | 509,311             | 621,137             | 517,592             | 523,052                | 5,460              | 523,052                |
| Fixed Assets                |                     | 5,036               |                     |                        |                    |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>35,763,955</b>   | <b>36,175,399</b>   | <b>35,931,116</b>   | <b>37,931,399</b>      | <b>2,000,283</b>   | <b>38,088,576</b>      |
| <b>NET COUNTY COST</b>      | <b>(67,518,085)</b> | <b>(63,394,191)</b> | <b>(58,079,207)</b> | <b>(65,682,551)</b>    | <b>(7,603,344)</b> | <b>(65,525,374)</b>    |
| <b>AUTHORIZED POSITIONS</b> |                     |                     |                     |                        |                    |                        |
| Salary Resolution           | 179.0               | 180.0               | 172.0               | 170.0                  | (2.0)              | 170.0                  |
| Funded FTE                  | 154.8               | 156.3               | 149.7               | 147.0                  | (2.7)              | 147.0                  |

**Psychiatry Services (6620P)**  
**Medical Center Enterprise Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                    |                    |                    |                        |                    |                        |
| Charges for Services        | 20,478,762         | 20,461,094         | 20,288,279         | 17,020,482             | (3,267,797)        | 17,020,482             |
| Miscellaneous Revenue       | 174,897            | 45,279             | 61,270             | 61,270                 |                    | 61,270                 |
| <b>TOTAL SOURCES</b>        | <b>20,653,659</b>  | <b>20,506,373</b>  | <b>20,349,549</b>  | <b>17,081,752</b>      | <b>(3,267,797)</b> | <b>17,081,752</b>      |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                        |                    |                        |
| Salaries and Benefits       | 10,966,604         | 11,330,559         | 11,673,234         | 12,582,356             | 909,122            | 12,646,762             |
| Services and Supplies       | 1,051,528          | 1,090,971          | 1,057,427          | 1,097,469              | 40,042             | 1,097,469              |
| Other Charges               | 51,111             | 64,550             | 61,146             | 52,897                 | (8,249)            | 52,897                 |
| <b>TOTAL REQUIREMENTS</b>   | <b>12,069,243</b>  | <b>12,486,080</b>  | <b>12,791,807</b>  | <b>13,732,722</b>      | <b>940,915</b>     | <b>13,797,128</b>      |
| <b>NET COUNTY COST</b>      | <b>(8,584,416)</b> | <b>(8,020,294)</b> | <b>(7,557,742)</b> | <b>(3,349,030)</b>     | <b>4,208,712</b>   | <b>(3,284,624)</b>     |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                        |                    |                        |
| Salary Resolution           | 82.0               | 82.0               | 77.0               | 78.0                   | 1.0                | 78.0                   |
| Funded FTE                  | 66.4               | 69.3               | 65.9               | 66.0                   | 0.1                | 66.0                   |

**Ancillary and Support Services (6640P)  
Medical Center Enterprise Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08   | Actual<br>2008-09   | Revised<br>2009-10  | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|---------------------|---------------------|---------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                     |                     |                     |                        |                   |                        |
| Taxes                       | 23,141              | 40,800              | 44,586              | 46,335                 | 1,749             | 46,335                 |
| Charges for Services        | 75,364,643          | 74,346,159          | 74,322,361          | 75,616,799             | 1,294,438         | 75,616,799             |
| Interfund Revenue           | 325,911             | 112,920             | 5,500               | 6,401                  | 901               | 6,401                  |
| Miscellaneous Revenue       | 2,317,407           | 3,135,457           | 2,807,053           | 2,076,388              | (730,665)         | 2,076,388              |
| <b>TOTAL SOURCES</b>        | <b>78,031,102</b>   | <b>77,635,337</b>   | <b>77,179,500</b>   | <b>77,745,923</b>      | <b>566,423</b>    | <b>77,745,923</b>      |
| <b>REQUIREMENTS</b>         |                     |                     |                     |                        |                   |                        |
| Salaries and Benefits       | 24,506,135          | 23,918,045          | 23,643,231          | 25,180,690             | 1,537,459         | 25,702,076             |
| Services and Supplies       | 19,611,296          | 19,659,419          | 21,013,129          | 20,274,915             | (738,214)         | 20,274,915             |
| Other Charges               | 5,425,691           | 5,421,988           | 5,636,930           | 5,585,535              | (51,395)          | 5,585,535              |
| <b>TOTAL REQUIREMENTS</b>   | <b>49,543,121</b>   | <b>48,999,452</b>   | <b>50,293,290</b>   | <b>51,041,140</b>      | <b>747,850</b>    | <b>51,562,526</b>      |
| <b>NET COUNTY COST</b>      | <b>(28,487,981)</b> | <b>(28,635,885)</b> | <b>(26,886,210)</b> | <b>(26,704,783)</b>    | <b>181,427</b>    | <b>(26,183,397)</b>    |
| <b>AUTHORIZED POSITIONS</b> |                     |                     |                     |                        |                   |                        |
| Salary Resolution           | 237.0               | 250.0               | 239.0               | 229.0                  | (10.0)            | 229.0                  |
| Funded FTE                  | 232.3               | 243.9               | 234.6               | 225.0                  | (9.6)             | 225.0                  |

## Long-Term Care Services (6680P) Medical Center Enterprise Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08   | Actual<br>2008-09   | Revised<br>2009-10  | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|---------------------|---------------------|---------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                     |                     |                     |                        |                    |                        |
| Charges for Services        | 68,146,333          | 66,984,680          | 69,878,901          | 63,297,883             | (6,581,018)        | 63,297,883             |
| Miscellaneous Revenue       | 182,964             | 98,939              | 118,341             | 216,589                | 98,248             | 216,589                |
| <b>TOTAL SOURCES</b>        | <b>68,329,297</b>   | <b>67,083,619</b>   | <b>69,997,242</b>   | <b>63,514,472</b>      | <b>(6,482,770)</b> | <b>63,514,472</b>      |
| <b>REQUIREMENTS</b>         |                     |                     |                     |                        |                    |                        |
| Salaries and Benefits       | 24,447,733          | 25,450,613          | 23,803,451          | 23,203,336             | (600,115)          | 23,453,491             |
| Services and Supplies       | 2,034,273           | 1,934,902           | 1,756,122           | 1,450,829              | (305,293)          | 1,450,829              |
| Other Charges               | 2,706,005           | 2,878,543           | 3,006,976           | 3,240,354              | 233,378            | 3,240,354              |
| <b>TOTAL REQUIREMENTS</b>   | <b>29,188,011</b>   | <b>30,264,058</b>   | <b>28,566,549</b>   | <b>27,894,519</b>      | <b>(672,030)</b>   | <b>28,144,674</b>      |
| <b>NET COUNTY COST</b>      | <b>(39,141,286)</b> | <b>(36,819,562)</b> | <b>(41,430,693)</b> | <b>(35,619,953)</b>    | <b>5,810,740</b>   | <b>(35,369,798)</b>    |
| <b>AUTHORIZED POSITIONS</b> |                     |                     |                     |                        |                    |                        |
| Salary Resolution           | 272.0               | 272.0               | 256.0               | 247.0                  | (9.0)              | 247.0                  |
| Funded FTE                  | 219.6               | 216.1               | 209.1               | 198.5                  | (10.6)             | 198.5                  |



**Ambulatory Services (6850P)  
Medical Center Enterprise Funds**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08   | Actual<br>2008-09   | Revised<br>2009-10  | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|---------------------|---------------------|---------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                     |                     |                     |                        |                    |                        |
| Intergovernmental Revenues  | 6,085,372           | 9,981,207           | 11,526,128          | 9,684,597              | (1,841,531)        | 9,684,597              |
| Charges for Services        | 53,438,406          | 68,973,125          | 65,941,871          | 72,546,831             | 6,604,960          | 72,546,831             |
| Interfund Revenue           | 1,068,676           | 1,202,915           | 1,086,533           | 1,464,453              | 377,920            | 1,464,453              |
| Miscellaneous Revenue       | 493,963             | 478,204             | 819,277             | 2,745,319              | 1,926,042          | 2,745,319              |
| <b>TOTAL SOURCES</b>        | <b>61,086,417</b>   | <b>80,635,451</b>   | <b>79,373,809</b>   | <b>86,441,200</b>      | <b>7,067,391</b>   | <b>86,441,200</b>      |
| <b>REQUIREMENTS</b>         |                     |                     |                     |                        |                    |                        |
| Salaries and Benefits       | 32,961,987          | 36,041,718          | 41,016,012          | 44,264,112             | 3,248,100          | 44,889,322             |
| Services and Supplies       | 3,389,384           | 6,116,349           | 8,981,573           | 8,620,514              | (361,059)          | 8,620,514              |
| Other Charges               | 1,441,109           | 1,887,924           | 1,948,747           | 1,424,596              | (524,151)          | 1,424,596              |
| Fixed Assets                | 55,399              |                     |                     |                        |                    |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>37,847,879</b>   | <b>44,045,991</b>   | <b>51,946,332</b>   | <b>54,309,222</b>      | <b>2,362,890</b>   | <b>54,934,432</b>      |
| <b>NET COUNTY COST</b>      | <b>(23,238,538)</b> | <b>(36,589,460)</b> | <b>(27,427,477)</b> | <b>(32,131,978)</b>    | <b>(4,704,501)</b> | <b>(31,506,768)</b>    |
| <b>AUTHORIZED POSITIONS</b> |                     |                     |                     |                        |                    |                        |
| <b>Salary Resolution</b>    | 393.0               | 385.0               | 346.0               | 344.0                  | (2.0)              | 344.0                  |
| <b>Funded FTE</b>           | 356.2               | 352.5               | 318.2               | 315.0                  | (3.2)              | 315.0                  |

**Medical Center Capital Purchases (6750B)**  
**Medical Center Enterprise Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues |                   |                   | 2,565,876          | 2,569,556              | 3,680             | 2,569,556              |
| Interfund Revenue          | 18,510            |                   | 171,000            |                        | (171,000)         |                        |
| Miscellaneous Revenue      | 1,253,774         | 2,682,525         | 2,200,000          | 50,000                 | (2,150,000)       | 50,000                 |
| Other Financing Sources    | 658,800           |                   | 943,000            | 2,500,000              | 1,557,000         | 2,500,000              |
| <b>TOTAL SOURCES</b>       | <b>1,931,084</b>  | <b>2,682,525</b>  | <b>5,879,876</b>   | <b>5,119,556</b>       | <b>(760,320)</b>  | <b>5,119,556</b>       |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                   |                        |
| Services and Supplies      | 325,382           | 208,937           |                    |                        |                   |                        |
| Fixed Assets               | 1,588,830         | 329,257           | 4,114,000          | 2,908,830              | (1,205,170)       | 2,908,830              |
| Other Financing Uses       | 16,873            | 339,179           | 1,765,876          | 2,210,726              | 444,850           | 2,210,726              |
| <b>Net Appropriations</b>  | <b>1,931,084</b>  | <b>877,373</b>    | <b>5,879,876</b>   | <b>5,119,556</b>       | <b>(760,320)</b>  | <b>5,119,556</b>       |
| Non-General Fund Reserves  |                   | 1,805,153         |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>  | <b>1,931,084</b>  | <b>2,682,526</b>  | <b>5,879,876</b>   | <b>5,119,556</b>       | <b>(760,320)</b>  | <b>5,119,556</b>       |

**Contributions to Medical Center (5850B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                            | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10   | Recommended<br>2011-12 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|---------------------|------------------------|
| <b>SOURCES</b>             |                   |                   |                    |                        |                     |                        |
| Intergovernmental Revenues | 12,482,625        | 12,755,011        | 11,479,500         | 10,634,067             | (845,433)           | 10,634,067             |
| Miscellaneous Revenue      | 7,021,850         | 7,133,164         | 7,489,517          | 7,489,517              |                     | 7,489,517              |
| <b>TOTAL SOURCES</b>       | <b>19,504,475</b> | <b>19,888,175</b> | <b>18,969,017</b>  | <b>18,123,584</b>      | <b>(845,433)</b>    | <b>18,123,584</b>      |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                        |                     |                        |
| Services and Supplies      | 13,653,946        | 27,848,177        | 38,441,591         | 41,265,068             | 2,823,477           | 41,265,068             |
| Other Charges              | 8,557,803         |                   |                    |                        |                     |                        |
| Other Financing Uses       | 55,064,753        | 62,993,021        | 37,128,863         | 23,188,745             | (13,940,118)        | 23,188,745             |
| <b>TOTAL REQUIREMENTS</b>  | <b>77,276,502</b> | <b>90,841,198</b> | <b>75,570,454</b>  | <b>64,453,813</b>      | <b>(11,116,641)</b> | <b>64,453,813</b>      |
| <b>NET COUNTY COST</b>     | <b>57,772,027</b> | <b>70,953,023</b> | <b>56,601,437</b>  | <b>46,330,229</b>      | <b>(10,271,208)</b> | <b>46,330,229</b>      |

## Human Resources Department (1700B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 125,489           | 348,275           | 328,160            | 315,679                | (12,481)          | 325,679                |
| Interfund Revenue           | 3,306,884         | 3,650,803         | 4,534,556          | 4,498,406              | (36,150)          | 4,507,160              |
| Miscellaneous Revenue       | 6,688             | 23,888            | 125,260            | 237,100                | 111,840           | 217,100                |
| <b>Total Revenue</b>        | <b>3,439,061</b>  | <b>4,022,967</b>  | <b>4,987,976</b>   | <b>5,051,185</b>       | <b>63,209</b>     | <b>5,049,939</b>       |
| Fund Balance                | 1,063,321         | 939,868           | 737,716            | 708,205                | (29,511)          | 688,205                |
| <b>TOTAL SOURCES</b>        | <b>4,502,382</b>  | <b>4,962,835</b>  | <b>5,725,692</b>   | <b>5,759,390</b>       | <b>33,698</b>     | <b>5,738,144</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 6,412,193         | 6,922,789         | 7,653,963          | 7,649,878              | (4,085)           | 7,678,632              |
| Services and Supplies       | 1,669,976         | 1,891,466         | 1,990,048          | 1,932,603              | (57,445)          | 1,882,603              |
| Other Charges               | 755,304           | 525,678           | 532,585            | 559,883                | 27,298            | 559,883                |
| Fixed Assets                | 8,435             | 6,470             | 10,000             |                        | (10,000)          |                        |
| <b>Gross Appropriations</b> | <b>8,845,908</b>  | <b>9,346,403</b>  | <b>10,186,596</b>  | <b>10,142,364</b>      | <b>(44,232)</b>   | <b>10,121,118</b>      |
| Intrafund Transfers         | (1,240,789)       | (1,188,555)       | (1,348,465)        | (1,251,138)            | 97,327            | (1,251,138)            |
| <b>Net Appropriations</b>   | <b>7,605,119</b>  | <b>8,157,848</b>  | <b>8,838,131</b>   | <b>8,891,226</b>       | <b>53,095</b>     | <b>8,869,980</b>       |
| Contingencies/Dept Reserves | 607,622           | 579,841           | 569,841            | 569,841                |                   | 569,841                |
| <b>TOTAL REQUIREMENTS</b>   | <b>8,212,741</b>  | <b>8,737,689</b>  | <b>9,407,972</b>   | <b>9,461,067</b>       | <b>53,095</b>     | <b>9,439,821</b>       |
| <b>NET COUNTY COST</b>      | <b>3,710,359</b>  | <b>3,774,854</b>  | <b>3,682,280</b>   | <b>3,701,677</b>       | <b>19,397</b>     | <b>3,701,677</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>57.0</b>       | <b>59.0</b>       | <b>56.0</b>        | <b>55.0</b>            | <b>(1.0)</b>      | <b>55.0</b>            |
| <b>Funded FTE</b>           | <b>53.1</b>       | <b>56.6</b>       | <b>55.1</b>        | <b>52.9</b>            | <b>(2.1)</b>      | <b>52.9</b>            |

**Department of Child Support Services (2600B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 11,026,033        | 10,920,979        | 11,508,799         | 11,487,304             | (21,495)          | 11,487,304             |
| Miscellaneous Revenue       |                   | 206,786           | 269,060            | 253,247                | (15,813)          | 348,440                |
| <b>TOTAL SOURCES</b>        | 11,026,033        | 11,127,765        | 11,777,859         | 11,740,551             | (37,308)          | 11,835,744             |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 8,561,142         | 9,242,170         | 10,038,623         | 10,120,854             | 82,231            | 10,265,086             |
| Services and Supplies       | 1,031,284         | 560,746           | 498,650            | 464,650                | (34,000)          | 464,650                |
| Other Charges               | 1,409,334         | 1,365,946         | 1,379,193          | 1,285,508              | (93,685)          | 1,285,508              |
| Fixed Assets                | 24,274            |                   |                    |                        |                   |                        |
| Other Financing Uses        |                   | 47,621            |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | 11,026,033        | 11,216,483        | 11,916,466         | 11,871,012             | (45,454)          | 12,015,244             |
| Intrafund Transfers         |                   | (88,718)          | (138,607)          | (130,461)              | 8,146             | (179,500)              |
| <b>TOTAL REQUIREMENTS</b>   | 11,026,033        | 11,127,765        | 11,777,859         | 11,740,551             | (37,308)          | 11,835,744             |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 98.0              | 98.0              | 92.0               | 90.0                   | (2.0)             | 90.0                   |
| Funded FTE                  | 96.7              | 97.0              | 91.0               | 88.6                   | (2.4)             | 88.6                   |

## Human Services Agency (7000B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                    |                    |                    |                        |                   |                        |
| Intergovernmental Revenues  | 132,879,551        | 129,467,338        | 153,566,483        | 174,278,871            | 20,712,388        | 154,077,170            |
| Charges for Services        | 1,073,317          | 981,311            | 1,105,000          | 637,587                | (467,413)         | 637,587                |
| Interfund Revenue           | 31,731             | 39,568             |                    | 25,000                 | 25,000            | 75,439                 |
| Miscellaneous Revenue       | 2,206,751          | 2,262,814          | 1,353,136          | 2,408,526              | 1,055,390         | 2,408,526              |
| <b>Total Revenue</b>        | <b>136,191,349</b> | <b>132,751,031</b> | <b>156,024,619</b> | <b>177,349,984</b>     | <b>21,325,365</b> | <b>157,198,722</b>     |
| Fund Balance                | 10,965,913         | 12,083,584         | 8,840,401          | 6,461,002              | (2,379,399)       | 4,236,468              |
| <b>TOTAL SOURCES</b>        | <b>147,157,262</b> | <b>144,834,615</b> | <b>164,865,020</b> | <b>183,810,986</b>     | <b>18,945,966</b> | <b>161,435,190</b>     |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits       | 78,825,254         | 81,364,698         | 87,113,439         | 90,528,956             | 3,415,517         | 89,665,004             |
| Services and Supplies       | 43,922,155         | 44,350,940         | 53,356,187         | 67,171,577             | 13,815,390        | 48,737,679             |
| Other Charges               | 60,124,158         | 63,433,911         | 73,373,490         | 76,383,252             | 3,009,762         | 74,511,961             |
| Fixed Assets                | 611,880            | 192,696            | 478,000            | 100,000                | (378,000)         |                        |
| Other Financing Uses        | 318,406            | 333,863            | 334,475            | 301,337                | (33,138)          | 301,337                |
| <b>Gross Appropriations</b> | <b>183,801,853</b> | <b>189,676,109</b> | <b>214,655,591</b> | <b>234,485,122</b>     | <b>19,829,531</b> | <b>213,215,981</b>     |
| Intrafund Transfers         | (23,626,224)       | (26,097,079)       | (28,362,091)       | (26,936,767)           | 1,425,324         | (26,936,767)           |
| <b>Net Appropriations</b>   | <b>160,175,629</b> | <b>163,579,031</b> | <b>186,293,500</b> | <b>207,548,355</b>     | <b>21,254,855</b> | <b>186,279,214</b>     |
| Contingencies/Dept Reserves | 8,289,902          | 10,194,929         | 6,660,807          | 5,343,123              | (1,317,684)       | 4,236,468              |
| <b>TOTAL REQUIREMENTS</b>   | <b>168,465,531</b> | <b>173,773,960</b> | <b>192,954,307</b> | <b>212,891,478</b>     | <b>19,937,171</b> | <b>190,515,682</b>     |
| <b>NET COUNTY COST</b>      | <b>21,308,269</b>  | <b>28,939,345</b>  | <b>28,089,287</b>  | <b>29,080,492</b>      | <b>991,205</b>    | <b>29,080,492</b>      |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                        |                   |                        |
| Salary Resolution           | 852.0              | 855.0              | 785.0              | 770.0                  | (15.0)            | 770.0                  |
| Funded FTE                  | 845.7              | 850.4              | 789.7              | 761.2                  | (28.5)            | 761.2                  |

**Program Support (7010P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08  | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|--------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                    |                   |                    |                        |                    |                        |
| Intergovernmental Revenues  | 1,762,905          | 1,961,698         | 1,235,797          | 1,312,301              | 76,504             | 1,271,371              |
| Miscellaneous Revenue       | 45,187             | 56,945            |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>1,808,092</b>   | <b>2,018,643</b>  | <b>1,235,797</b>   | <b>1,312,301</b>       | <b>76,504</b>      | <b>1,271,371</b>       |
| Fund Balance                | 7,466,728          | 9,271,755         | 5,795,066          | 4,236,468              | (1,558,598)        | 4,236,468              |
| <b>TOTAL SOURCES</b>        | <b>9,274,820</b>   | <b>11,290,398</b> | <b>7,030,863</b>   | <b>5,548,769</b>       | <b>(1,482,094)</b> | <b>5,507,839</b>       |
| <b>REQUIREMENTS</b>         |                    |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 10,890,521         | 11,321,263        | 7,435,047          | 7,639,256              | 204,209            | 7,698,326              |
| Services and Supplies       | 2,335,468          | 1,859,417         | 3,541,775          | 1,766,025              | (1,775,750)        | 1,766,025              |
| Other Charges               | 2,975,694          | 4,048,537         | 4,535,659          | 5,304,515              | 768,856            | 5,304,515              |
| Fixed Assets                | 595,212            | 155,135           | 460,000            | 100,000                | (360,000)          |                        |
| <b>Gross Appropriations</b> | <b>16,796,894</b>  | <b>17,384,352</b> | <b>15,972,481</b>  | <b>14,809,796</b>      | <b>(1,162,685)</b> | <b>14,768,866</b>      |
| Intrafund Transfers         | (18,129,400)       | (16,242,700)      | (14,231,592)       | (13,147,512)           | 1,084,080          | (13,147,512)           |
| <b>Net Appropriations</b>   | <b>(1,332,506)</b> | <b>1,141,652</b>  | <b>1,740,889</b>   | <b>1,662,284</b>       | <b>(78,605)</b>    | <b>1,621,354</b>       |
| Contingencies/Dept Reserves | 7,366,728          | 9,271,755         | 5,554,152          | 4,236,468              | (1,317,684)        | 4,236,468              |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,034,222</b>   | <b>10,413,407</b> | <b>7,295,041</b>   | <b>5,898,752</b>       | <b>(1,396,289)</b> | <b>5,857,822</b>       |
| <b>NET COUNTY COST</b>      | <b>(3,240,599)</b> | <b>(876,991)</b>  | <b>264,178</b>     | <b>349,983</b>         | <b>85,805</b>      | <b>349,983</b>         |
| <b>AUTHORIZED POSITIONS</b> |                    |                   |                    |                        |                    |                        |
| Salary Resolution           | 67.0               | 68.0              | 59.0               | 59.0                   |                    | 59.0                   |
| Funded FTE                  | 67.0               | 68.0              | 59.0               | 58.5                   | (0.5)              | 58.5                   |

**Office of the Agency Director (7100P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  |                   |                   |                    |                        |                   | 54,350                 |
| Miscellaneous Revenue       | 14,173            | 325               |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>        | 14,173            | 325               |                    |                        |                   | 54,350                 |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,418,997         | 2,206,550         | 6,288,235          | 6,223,011              | (65,224)          | 6,277,361              |
| Services and Supplies       | 592,652           | 384,588           | 802,700            | 1,273,300              | 470,600           | 1,273,300              |
| Other Charges               | 106               | 440               |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | 3,011,755         | 2,591,578         | 7,090,935          | 7,496,311              | 405,376           | 7,550,661              |
| Intrafund Transfers         |                   | (2,052,281)       | (7,224,113)        | (7,496,311)            | (272,198)         | (7,496,311)            |
| <b>TOTAL REQUIREMENTS</b>   | 3,011,755         | 539,297           | (133,178)          |                        | 133,178           | 54,350                 |
| <b>NET COUNTY COST</b>      | 2,997,582         | 538,972           | (133,178)          |                        | 133,178           |                        |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 56.0              | 56.0              | 51.0               | 49.0                   | (2.0)             | 49.0                   |
| Funded FTE                  | 55.0              | 55.9              | 52.9               | 48.5                   | (4.4)             | 48.5                   |



## Economic Self-Sufficiency (7200P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 72,121,842        | 72,306,552        | 88,548,736         | 112,000,368            | 23,451,632        | 91,458,327             |
| Charges for Services        | 1,073,317         | 981,311           | 1,105,000          | 637,587                | (467,413)         | 637,587                |
| Interfund Revenue           | 31,731            | 39,568            |                    | 25,000                 | 25,000            | 75,439                 |
| Miscellaneous Revenue       | 1,130,997         | 783,099           | 454,000            | 494,000                | 40,000            | 494,000                |
| <b>Total Revenue</b>        | <b>74,357,887</b> | <b>74,110,531</b> | <b>90,107,736</b>  | <b>113,156,955</b>     | <b>23,049,219</b> | <b>92,665,353</b>      |
| Fund Balance                | 139,828           | 23,304            | 1,413,680          | 617,879                | (795,801)         |                        |
| <b>TOTAL SOURCES</b>        | <b>74,497,715</b> | <b>74,133,835</b> | <b>91,521,416</b>  | <b>113,774,834</b>     | <b>22,253,418</b> | <b>92,665,353</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 37,755,662        | 39,656,853        | 45,076,239         | 47,967,607             | 2,891,368         | 46,663,315             |
| Services and Supplies       | 21,137,002        | 22,807,834        | 27,031,423         | 43,989,131             | 16,957,708        | 26,055,233             |
| Other Charges               | 27,336,422        | 31,004,584        | 34,295,291         | 37,405,382             | 3,110,091         | 35,534,091             |
| Fixed Assets                |                   | 37,561            | 18,000             |                        | (18,000)          |                        |
| Other Financing Uses        | 235,621           | 333,863           | 247,513            | 225,127                | (22,386)          | 225,127                |
| <b>Gross Appropriations</b> | <b>86,464,706</b> | <b>93,840,695</b> | <b>106,668,466</b> | <b>129,587,247</b>     | <b>22,918,781</b> | <b>108,477,766</b>     |
| Intrafund Transfers         | (4,148,986)       | (5,448,158)       | (5,247,697)        | (5,013,585)            | 234,112           | (5,013,585)            |
| <b>TOTAL REQUIREMENTS</b>   | <b>82,315,720</b> | <b>88,392,537</b> | <b>101,420,769</b> | <b>124,573,662</b>     | <b>23,152,893</b> | <b>103,464,181</b>     |
| <b>NET COUNTY COST</b>      | <b>7,818,005</b>  | <b>14,258,702</b> | <b>9,899,353</b>   | <b>10,798,828</b>      | <b>899,475</b>    | <b>10,798,828</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>457.0</b>      | <b>456.0</b>      | <b>441.0</b>       | <b>433.0</b>           | <b>(8.0)</b>      | <b>433.0</b>           |
| <b>Funded FTE</b>           | <b>452.7</b>      | <b>453.6</b>      | <b>437.9</b>       | <b>428.0</b>           | <b>(9.9)</b>      | <b>428.0</b>           |

## Child Welfare Services (7400P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 50,980,467        | 47,130,448        | 53,420,185         | 52,382,618             | (1,037,567)       | 52,646,892             |
| Miscellaneous Revenue       | 968,112           | 1,097,082         | 755,636            | 1,801,026              | 1,045,390         | 1,801,026              |
| <b>Total Revenue</b>        | <b>51,948,580</b> | <b>48,227,529</b> | <b>54,175,821</b>  | <b>54,183,644</b>      | <b>7,823</b>      | <b>54,447,918</b>      |
| Fund Balance                | 2,860,357         | 1,875,190         | 1,293,320          | 1,293,320              |                   |                        |
| <b>TOTAL SOURCES</b>        | <b>54,808,937</b> | <b>50,102,719</b> | <b>55,469,141</b>  | <b>55,476,964</b>      | <b>7,823</b>      | <b>54,447,918</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 26,565,691        | 23,695,449        | 23,486,365         | 23,845,211             | 358,846           | 24,109,485             |
| Services and Supplies       | 15,885,502        | 13,790,400        | 16,944,658         | 15,724,991             | (1,219,667)       | 15,224,991             |
| Other Charges               | 22,947,741        | 21,345,959        | 25,866,178         | 26,605,915             | 739,737           | 26,605,915             |
| Fixed Assets                | 16,668            |                   |                    |                        |                   |                        |
| Other Financing Uses        | 79,601            |                   | 83,617             | 73,279                 | (10,338)          | 73,279                 |
| <b>Gross Appropriations</b> | <b>65,495,203</b> | <b>58,831,807</b> | <b>66,380,818</b>  | <b>66,249,396</b>      | <b>(131,422)</b>  | <b>66,013,670</b>      |
| Intrafund Transfers         | (463,812)         | (448,984)         | (280,117)          | (296,257)              | (16,140)          | (296,257)              |
| <b>Net Appropriations</b>   | <b>65,031,391</b> | <b>58,382,823</b> | <b>66,100,701</b>  | <b>65,953,139</b>      | <b>(147,562)</b>  | <b>65,717,413</b>      |
| Contingencies/Dept Reserves | 609,839           | 609,839           | 793,320            | 793,320                |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>65,641,230</b> | <b>58,992,662</b> | <b>66,894,021</b>  | <b>66,746,459</b>      | <b>(147,562)</b>  | <b>65,717,413</b>      |
| <b>NET COUNTY COST</b>      | <b>10,832,294</b> | <b>8,889,943</b>  | <b>11,424,880</b>  | <b>11,269,495</b>      | <b>(155,385)</b>  | <b>11,269,495</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>225.0</b>      | <b>225.0</b>      | <b>191.0</b>       | <b>186.0</b>           | <b>(5.0)</b>      | <b>186.0</b>           |
| <b>Funded FTE</b>           | <b>224.0</b>      | <b>222.9</b>      | <b>196.9</b>       | <b>183.7</b>           | <b>(13.3)</b>     | <b>183.7</b>           |

## Prevention and Early Intervention (7500P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Intergovernmental Revenues  | 8,014,337         | 8,068,640         | 10,361,765         | 8,583,584              | (1,778,181)        | 8,646,230              |
| Miscellaneous Revenue       | 48,281            | 325,362           | 143,500            | 113,500                | (30,000)           | 113,500                |
| <b>Total Revenue</b>        | <b>8,062,618</b>  | <b>8,394,002</b>  | <b>10,505,265</b>  | <b>8,697,084</b>       | <b>(1,808,181)</b> | <b>8,759,730</b>       |
| Fund Balance                | 499,000           | 913,335           | 338,335            | 313,335                | (25,000)           |                        |
| <b>TOTAL SOURCES</b>        | <b>8,561,618</b>  | <b>9,307,337</b>  | <b>10,843,600</b>  | <b>9,010,419</b>       | <b>(1,833,181)</b> | <b>8,759,730</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 1,194,384         | 4,484,584         | 4,827,553          | 4,853,871              | 26,318             | 4,916,517              |
| Services and Supplies       | 3,971,532         | 5,508,702         | 5,035,631          | 4,418,130              | (617,501)          | 4,418,130              |
| Other Charges               | 6,864,196         | 7,034,391         | 8,676,362          | 7,067,440              | (1,608,922)        | 7,067,440              |
| Other Financing Uses        | 3,184             |                   | 3,345              | 2,931                  | (414)              | 2,931                  |
| <b>Gross Appropriations</b> | <b>12,033,295</b> | <b>17,027,677</b> | <b>18,542,891</b>  | <b>16,342,372</b>      | <b>(2,200,519)</b> | <b>16,405,018</b>      |
| Intrafund Transfers         | (884,026)         | (1,904,955)       | (1,378,572)        | (983,102)              | 395,470            | (983,102)              |
| <b>Net Appropriations</b>   | <b>11,149,269</b> | <b>15,122,722</b> | <b>17,164,319</b>  | <b>15,359,270</b>      | <b>(1,805,049)</b> | <b>15,421,916</b>      |
| Contingencies/Dept Reserves | 313,335           | 313,335           | 313,335            | 313,335                |                    |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>11,462,604</b> | <b>15,436,057</b> | <b>17,477,654</b>  | <b>15,672,605</b>      | <b>(1,805,049)</b> | <b>15,421,916</b>      |
| <b>NET COUNTY COST</b>      | <b>2,900,986</b>  | <b>6,128,719</b>  | <b>6,634,054</b>   | <b>6,662,186</b>       | <b>28,132</b>      | <b>6,662,186</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 47.0              | 50.0              | 43.0               | 43.0                   |                    | 43.0                   |
| Funded FTE                  | 47.0              | 50.0              | 43.0               | 42.5                   | (0.5)              | 42.5                   |

## Local Agency Formation Commission (3570B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 186,689           | 189,019           | 149,958            | 165,638                | 15,680            | 166,608                |
| Charges for Services        | 19,068            | 13,635            | 25,000             | 25,000                 |                   | 25,000                 |
| <b>Total Revenue</b>        | <b>205,757</b>    | <b>202,654</b>    | <b>174,958</b>     | <b>190,638</b>         | <b>15,680</b>     | <b>191,608</b>         |
| Fund Balance                | 59,101            | 91,609            | 139,037            | 89,447                 | (49,590)          | 89,447                 |
| <b>TOTAL SOURCES</b>        | <b>264,858</b>    | <b>294,263</b>    | <b>313,995</b>     | <b>280,085</b>         | <b>(33,910)</b>   | <b>281,055</b>         |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 194,890           | 200,721           | 210,897            | 219,867                | 8,970             | 221,322                |
| Services and Supplies       | 46,467            | 31,410            | 93,544             | 65,693                 | (27,851)          | 65,693                 |
| Other Charges               | 30,846            | 31,857            | 54,286             | 57,065                 | 2,779             | 57,065                 |
| <b>Gross Appropriations</b> | <b>272,203</b>    | <b>263,988</b>    | <b>358,727</b>     | <b>342,625</b>         | <b>(16,102)</b>   | <b>344,080</b>         |
| Intrafund Transfers         | (102,610)         | (96,222)          | (74,979)           | (82,819)               | (7,840)           | (83,304)               |
| <b>Net Appropriations</b>   | <b>169,593</b>    | <b>167,766</b>    | <b>283,748</b>     | <b>259,806</b>         | <b>(23,942)</b>   | <b>260,776</b>         |
| Contingencies/Dept Reserves | 95,265            | 126,497           | 30,247             | 20,279                 | (9,968)           | 20,279                 |
| <b>TOTAL REQUIREMENTS</b>   | <b>264,858</b>    | <b>294,263</b>    | <b>313,995</b>     | <b>280,085</b>         | <b>(33,910)</b>   | <b>281,055</b>         |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 1.0               | 1.0               | 1.0                | 1.0                    |                   | 1.0                    |
| Funded FTE                  | 1.0               | 1.0               | 1.0                | 1.0                    |                   | 1.0                    |

**County Library (3700B)**  
**County Library Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Taxes                       | 16,770,972        | 17,918,752        | 15,720,839         | 17,294,081             | 1,573,242         | 16,169,664             |
| Use of Money and Property   | 340,979           | (243,475)         | 159,512            | 84,800                 | (74,712)          | 94,800                 |
| Intergovernmental Revenues  | 697,069           | 545,943           | 518,523            | 418,240                | (100,283)         | 418,240                |
| Charges for Services        | 722,505           | 748,608           | 697,000            | 630,000                | (67,000)          | 562,000                |
| Interfund Revenue           | 145,570           | 150,158           | 157,388            | 160,000                | 2,612             | 12,733                 |
| Miscellaneous Revenue       | 478,841           | 719,187           | 535,524            | 1,191,129              | 655,605           | 316,129                |
| <b>Total Revenue</b>        | <b>19,155,937</b> | <b>19,839,173</b> | <b>17,788,786</b>  | <b>19,778,250</b>      | <b>1,989,464</b>  | <b>17,573,566</b>      |
| Fund Balance                | 8,310,727         | 9,950,614         | 11,490,382         | 11,237,027             | (253,355)         | 10,210,347             |
| <b>TOTAL SOURCES</b>        | <b>27,466,664</b> | <b>29,789,788</b> | <b>29,279,168</b>  | <b>31,015,277</b>      | <b>1,736,109</b>  | <b>27,783,913</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 11,078,141        | 11,350,475        | 12,324,677         | 12,912,000             | 587,323           | 13,113,719             |
| Services and Supplies       | 12,125,246        | 12,936,166        | 15,551,681         | 15,530,968             | (20,713)          | 11,082,606             |
| Other Charges               | 1,098,894         | 1,256,786         | 1,473,574          | 1,407,786              | (65,788)          | 1,407,786              |
| Fixed Assets                | 45,501            | 16,540            | 1,195,000          | 147,000                | (1,048,000)       |                        |
| <b>Gross Appropriations</b> | <b>24,347,783</b> | <b>25,559,967</b> | <b>30,544,932</b>  | <b>29,997,754</b>      | <b>(547,178)</b>  | <b>25,604,111</b>      |
| Intrafund Transfers         | (6,831,733)       | (7,260,561)       | (9,202,791)        | (9,192,824)            | 9,967             | (7,517,462)            |
| <b>Net Appropriations</b>   | <b>17,516,050</b> | <b>18,299,406</b> | <b>21,342,141</b>  | <b>20,804,930</b>      | <b>(537,211)</b>  | <b>18,086,649</b>      |
| Contingencies/Dept Reserves | 9,000,314         | 7,193,282         | 3,698,452          | 3,656,026              | (42,426)          | 3,142,943              |
| Non-General Fund Reserves   | 950,300           | 4,297,100         | 4,238,575          | 6,554,321              | 2,315,746         | 6,554,321              |
| <b>TOTAL REQUIREMENTS</b>   | <b>27,466,664</b> | <b>29,789,788</b> | <b>29,279,168</b>  | <b>31,015,277</b>      | <b>1,736,109</b>  | <b>27,783,913</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 128.0             | 130.0             | 130.0              | 130.0                  |                   | 130.0                  |
| <b>Funded FTE</b>           | 112.8             | 112.5             | 113.0              | 114.2                  | 1.2               | 114.2                  |

## Planning and Building (3800B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Licenses, Permits and Franchises | 3,254,786         | 2,408,163         | 2,449,077          | 2,339,000              | (110,077)          | 2,339,000              |
| Fines, Forfeitures and Penalties | 16,252            | 19,373            | 15,000             | 15,000                 |                    | 15,000                 |
| Intergovernmental Revenues       |                   |                   | 30,000             | 50,000                 | 20,000             | 25,000                 |
| Charges for Services             | 2,144,004         | 1,442,053         | 1,524,200          | 1,237,100              | (287,100)          | 1,364,384              |
| Interfund Revenue                | 119,398           | 57,502            | 70,000             | 95,000                 | 25,000             | 80,200                 |
| Miscellaneous Revenue            | 628,267           | 501,199           | 755,689            | 147,200                | (608,489)          | 147,200                |
| <b>Total Revenue</b>             | <b>6,162,707</b>  | <b>4,428,289</b>  | <b>4,843,966</b>   | <b>3,883,300</b>       | <b>(960,666)</b>   | <b>3,970,784</b>       |
| Fund Balance                     | 4,996,734         | 5,610,489         | 4,691,353          | 3,069,065              | (1,622,288)        | 2,764,708              |
| <b>TOTAL SOURCES</b>             | <b>11,159,441</b> | <b>10,038,778</b> | <b>9,535,319</b>   | <b>6,952,365</b>       | <b>(2,582,954)</b> | <b>6,735,492</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 5,722,044         | 5,928,017         | 6,811,006          | 6,678,987              | (132,019)          | 6,856,810              |
| Services and Supplies            | 4,097,048         | 3,432,237         | 7,246,070          | 4,949,820              | (2,296,250)        | 4,641,564              |
| Other Charges                    | 896,194           | 821,470           | 832,440            | 614,746                | (217,694)          | 614,746                |
| Fixed Assets                     | 12,537            |                   |                    |                        |                    |                        |
| Other Financing Uses             | (46)              |                   |                    |                        |                    |                        |
| <b>Gross Appropriations</b>      | <b>10,727,778</b> | <b>10,181,724</b> | <b>14,889,516</b>  | <b>12,243,553</b>      | <b>(2,645,963)</b> | <b>12,113,120</b>      |
| Intrafund Transfers              | (2,993,633)       | (2,539,504)       | (5,526,667)        | (4,401,813)            | 1,124,854          | (4,346,257)            |
| <b>Net Appropriations</b>        | <b>7,734,145</b>  | <b>7,642,220</b>  | <b>9,362,849</b>   | <b>7,841,740</b>       | <b>(1,521,109)</b> | <b>7,766,863</b>       |
| Contingencies/Dept Reserves      | 4,167,480         | 4,167,480         | 1,962,137          | 760,547                | (1,201,590)        | 618,551                |
| <b>TOTAL REQUIREMENTS</b>        | <b>11,901,625</b> | <b>11,809,700</b> | <b>11,324,986</b>  | <b>8,602,287</b>       | <b>(2,722,699)</b> | <b>8,385,414</b>       |
| <b>NET COUNTY COST</b>           | <b>742,184</b>    | <b>1,770,922</b>  | <b>1,789,667</b>   | <b>1,649,922</b>       | <b>(139,745)</b>   | <b>1,649,922</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| Salary Resolution                | 56.0              | 55.0              | 52.0               | 52.0                   |                    | 52.0                   |
| Funded FTE                       | 55.7              | 54.6              | 53.7               | 51.6                   | (2.1)              | 51.6                   |

## Administration and Support (3810P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       | 25,814            | 754               |                    |                        |                   |                        |
| <b>Total Revenue</b>        | 25,814            | 754               |                    |                        |                   |                        |
| Fund Balance                | 4,592,480         | 4,251,429         | 4,691,353          | 3,069,065              | (1,622,288)       | 2,764,708              |
| <b>TOTAL SOURCES</b>        | 4,618,294         | 4,252,183         | 4,691,353          | 3,069,065              | (1,622,288)       | 2,764,708              |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 1,427,790         | 1,501,654         | 1,788,228          | 1,782,077              | (6,151)           | 1,853,382              |
| Services and Supplies       | 714,777           | 165,015           | 3,164,561          | 2,417,518              | (747,043)         | 2,291,657              |
| Other Charges               | 594,548           | 513,174           | 682,559            | 480,640                | (201,919)         | 480,640                |
| Fixed Assets                | 12,537            |                   |                    |                        |                   |                        |
| Other Financing Uses        | (46)              |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | 2,749,607         | 2,179,842         | 5,635,348          | 4,680,235              | (955,113)         | 4,625,679              |
| Intrafund Transfers         | (2,566,961)       | (2,539,504)       | (2,709,651)        | (2,092,295)            | 617,356           | (2,200,100)            |
| <b>Net Appropriations</b>   | 182,646           | (359,662)         | 2,925,697          | 2,587,940              | (337,757)         | 2,425,579              |
| Contingencies/Dept Reserves | 4,167,480         | 4,167,480         | 1,962,137          | 760,547                | (1,201,590)       | 618,551                |
| <b>TOTAL REQUIREMENTS</b>   | 4,350,126         | 3,807,818         | 4,887,834          | 3,348,487              | (1,539,347)       | 3,044,130              |
| <b>NET COUNTY COST</b>      | (268,168)         | (444,364)         | 196,481            | 279,422                | 82,941            | 279,422                |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 14.0              | 15.0              | 15.0               | 15.0                   |                   | 15.0                   |
| Funded FTE                  | 13.9              | 14.9              | 14.9               | 14.9                   |                   | 14.9                   |

## Long Range Planning Services (3830P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  |                   |                   |                    | 50,000                 | 50,000            | 25,000                 |
| Interfund Revenue           | 119,398           | 57,502            | 70,000             | 95,000                 | 25,000            | 80,200                 |
| Miscellaneous Revenue       | 182,879           | 130,750           | 161,200            | 136,200                | (25,000)          | 136,200                |
| <b>Total Revenue</b>        | <b>302,278</b>    | <b>188,252</b>    | <b>231,200</b>     | <b>281,200</b>         | <b>50,000</b>     | <b>241,400</b>         |
| Fund Balance                | 404,254           | 835,623           |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>        | <b>706,532</b>    | <b>1,023,875</b>  | <b>231,200</b>     | <b>281,200</b>         | <b>50,000</b>     | <b>241,400</b>         |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 762,055           | 741,294           | 1,081,369          | 984,274                | (97,095)          | 1,013,160              |
| Services and Supplies       | 540,041           | 512,961           | 1,055,891          | 817,880                | (238,011)         | 544,241                |
| Other Charges               | 9,746             | 9,476             | 13,052             | 9,023                  | (4,029)           | 9,023                  |
| <b>Gross Appropriations</b> | <b>1,311,842</b>  | <b>1,263,731</b>  | <b>2,150,312</b>   | <b>1,811,177</b>       | <b>(339,135)</b>  | <b>1,566,424</b>       |
| Intrafund Transfers         | (426,672)         |                   | (812,588)          | (548,807)              | 263,781           | (343,854)              |
| <b>TOTAL REQUIREMENTS</b>   | <b>885,169</b>    | <b>1,263,731</b>  | <b>1,337,724</b>   | <b>1,262,370</b>       | <b>(75,354)</b>   | <b>1,222,570</b>       |
| <b>NET COUNTY COST</b>      | <b>178,638</b>    | <b>239,856</b>    | <b>1,106,524</b>   | <b>981,170</b>         | <b>(125,354)</b>  | <b>981,170</b>         |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 8.0               | 8.0               | 7.0                | 7.0                    |                   | 7.0                    |
| Funded FTE                  | 8.0               | 8.0               | 7.7                | 7.0                    | (0.7)             | 7.0                    |



## Development Review Services (3840P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Licenses, Permits and Franchises | 3,254,786         | 2,408,163         | 2,449,077          | 2,339,000              | (110,077)          | 2,339,000              |
| Fines, Forfeitures and Penalties | 16,252            | 19,373            | 15,000             | 15,000                 |                    | 15,000                 |
| Intergovernmental Revenues       |                   |                   | 30,000             |                        | (30,000)           |                        |
| Charges for Services             | 2,144,004         | 1,442,053         | 1,524,200          | 1,237,100              | (287,100)          | 1,364,384              |
| Miscellaneous Revenue            | 419,574           | 369,695           | 594,489            | 11,000                 | (583,489)          | 11,000                 |
| <b>Total Revenue</b>             | <b>5,834,615</b>  | <b>4,239,283</b>  | <b>4,612,766</b>   | <b>3,602,100</b>       | <b>(1,010,666)</b> | <b>3,729,384</b>       |
| Fund Balance                     |                   | 523,437           |                    |                        |                    |                        |
| <b>TOTAL SOURCES</b>             | <b>5,834,615</b>  | <b>4,762,720</b>  | <b>4,612,766</b>   | <b>3,602,100</b>       | <b>(1,010,666)</b> | <b>3,729,384</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 3,532,199         | 3,685,069         | 3,941,409          | 3,912,636              | (28,773)           | 3,990,268              |
| Services and Supplies            | 2,842,230         | 2,754,262         | 3,025,618          | 1,714,422              | (1,311,196)        | 1,805,666              |
| Other Charges                    | 291,900           | 298,820           | 136,829            | 125,083                | (11,746)           | 125,083                |
| <b>Gross Appropriations</b>      | <b>6,666,329</b>  | <b>6,738,151</b>  | <b>7,103,856</b>   | <b>5,752,141</b>       | <b>(1,351,715)</b> | <b>5,921,017</b>       |
| Intrafund Transfers              |                   |                   | (2,004,428)        | (1,760,711)            | 243,717            | (1,802,303)            |
| <b>TOTAL REQUIREMENTS</b>        | <b>6,666,329</b>  | <b>6,738,151</b>  | <b>5,099,428</b>   | <b>3,991,430</b>       | <b>(1,107,998)</b> | <b>4,118,714</b>       |
| <b>NET COUNTY COST</b>           | <b>831,714</b>    | <b>1,975,431</b>  | <b>486,662</b>     | <b>389,330</b>         | <b>(97,332)</b>    | <b>389,330</b>         |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| Salary Resolution                | 34.0              | 32.0              | 30.0               | 30.0                   |                    | 30.0                   |
| Funded FTE                       | 33.8              | 31.7              | 31.0               | 29.7                   | (1.4)              | 29.7                   |

## Housing and Community Development (7920P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  | 7,015,888         | 5,512,466         | 6,456,539          | 6,456,539              |                   | 6,456,539              |
| Charges for Services        |                   | 13                |                    |                        |                   |                        |
| Miscellaneous Revenue       | 2,479,520         | 2,228,281         | 1,764,483          | 1,764,483              |                   | 1,803,051              |
| <b>Total Revenue</b>        | <b>9,495,408</b>  | <b>7,740,760</b>  | <b>8,221,022</b>   | <b>8,221,022</b>       |                   | <b>8,259,590</b>       |
| Fund Balance                | 473,064           | 1,894,038         |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>        | <b>9,968,472</b>  | <b>9,634,798</b>  | <b>8,221,022</b>   | <b>8,221,022</b>       |                   | <b>8,259,590</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,179,785         | 2,211,450         | 2,080,357          | 1,890,966              | (189,391)         | 1,929,534              |
| Services and Supplies       | 480,614           | 554,481           | 282,289            | 290,122                | 7,833             | 290,122                |
| Other Charges               | 5,407,195         | 6,860,822         | 5,821,472          | 6,003,030              | 181,558           | 6,003,030              |
| Other Financing Uses        | 15,288            |                   |                    |                        |                   |                        |
| <b>Net Appropriations</b>   | <b>8,082,882</b>  | <b>9,626,753</b>  | <b>8,184,118</b>   | <b>8,184,118</b>       |                   | <b>8,222,686</b>       |
| Contingencies/Dept Reserves | 1,885,590         | 8,045             | 36,904             | 36,904                 |                   | 36,904                 |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,968,472</b>  | <b>9,634,798</b>  | <b>8,221,022</b>   | <b>8,221,022</b>       |                   | <b>8,259,590</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 19.0              | 19.0              | 17.0               | 14.0                   | (3.0)             | 14.0                   |
| Funded FTE                  | 19.0              | 18.9              | 16.9               | 13.7                   | (3.2)             | 13.7                   |

**Housing Authority (7930P)**  
**Housing Authority Fund (Information Only)**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 1,424,487         | 1,482,262         | 1,454,508          | 1,475,883              | 21,375            | 1,475,883              |
| Intergovernmental Revenues  | 62,716,571        | 65,456,603        | 63,616,721         | 67,518,884             | 3,902,163         | 67,518,884             |
| Interfund Revenue           | 245,000           |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       | 697,890           | (595,126)         | 410,610            | 183,004                | (227,606)         | 183,004                |
| Other Financing Sources     |                   | 135,854           |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>        | <b>65,083,948</b> | <b>66,479,593</b> | <b>65,481,839</b>  | <b>69,177,771</b>      | <b>3,695,932</b>  | <b>69,177,771</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 3,820,067         | 4,184,095         | 4,493,778          | 4,665,143              | 171,365           | 4,665,143              |
| Services and Supplies       | 1,639,716         | 2,390,135         | 2,386,105          | 2,443,460              | 57,355            | 2,443,460              |
| Other Charges               | 59,618,905        | 59,696,157        | 58,307,444         | 60,959,079             | 2,651,635         | 60,959,079             |
| Fixed Assets                | 5,260             | 209,206           | 294,512            | 1,110,089              | 815,577           | 1,110,089              |
| <b>TOTAL REQUIREMENTS</b>   | <b>65,083,948</b> | <b>66,479,593</b> | <b>65,481,839</b>  | <b>69,177,771</b>      | <b>3,695,932</b>  | <b>69,177,771</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 46.0              | 46.0              | 46.0               | 46.0                   |                   | 46.0                   |
| <b>Funded FTE</b>           | 46.0              | 46.0              | 46.0               | 46.0                   |                   | 46.0                   |

## Real Property Services (1220B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 229,384           | 256,961           | 256,539            | 256,539                |                   | 256,539                |
| Charges for Services        | 31,620            | 147,038           | 50,000             | 50,000                 |                   | 50,000                 |
| Interfund Revenue           | 2,343,961         | 2,519,174         | 2,776,341          | 2,977,027              | 200,686           | 2,977,027              |
| Miscellaneous Revenue       | 14,564            | 1,948             |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>2,619,529</b>  | <b>2,925,121</b>  | <b>3,082,880</b>   | <b>3,283,566</b>       | <b>200,686</b>    | <b>3,283,566</b>       |
| Fund Balance                | 50,712            | 122,564           | 307,889            | 307,889                |                   | 307,889                |
| <b>TOTAL SOURCES</b>        | <b>2,670,241</b>  | <b>3,047,685</b>  | <b>3,390,769</b>   | <b>3,591,455</b>       | <b>200,686</b>    | <b>3,591,455</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 449,996           | 563,113           | 591,611            | 625,687                | 34,076            | 630,083                |
| Services and Supplies       | 8,056             | 109,407           | 247,854            | 247,854                |                   | 247,854                |
| Other Charges               | 13,899,015        | 13,832,514        | 14,629,337         | 15,003,319             | 373,982           | 15,003,319             |
| <b>Gross Appropriations</b> | <b>14,357,067</b> | <b>14,505,034</b> | <b>15,468,802</b>  | <b>15,876,860</b>      | <b>408,058</b>    | <b>15,881,256</b>      |
| Intrafund Transfers         | (11,763,488)      | (11,765,238)      | (12,143,745)       | (12,351,117)           | (207,372)         | (12,355,513)           |
| <b>Net Appropriations</b>   | <b>2,593,579</b>  | <b>2,739,796</b>  | <b>3,325,057</b>   | <b>3,525,743</b>       | <b>200,686</b>    | <b>3,525,743</b>       |
| Contingencies/Dept Reserves | 76,662            | 307,889           | 65,712             | 65,712                 |                   | 65,712                 |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,670,241</b>  | <b>3,047,685</b>  | <b>3,390,769</b>   | <b>3,591,455</b>       | <b>200,686</b>    | <b>3,591,455</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 4.0               | 4.0               | 4.0                | 4.0                    |                   | 4.0                    |
| Funded FTE                  | 4.0               | 4.0               | 4.0                | 4.0                    |                   | 4.0                    |

## Agricultural Commissioner/Sealer (1260B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 497,908           | 506,309           | 530,280            | 544,400                | 14,120            | 544,400                |
| Fines, Forfeitures and Penalties | 55,798            | 17,353            |                    |                        |                   |                        |
| Intergovernmental Revenues       | 2,339,531         | 2,264,161         | 2,264,533          | 2,322,514              | 57,981            | 2,322,514              |
| Charges for Services             | 142,905           | 148,584           | 146,700            | 146,700                |                   | 146,700                |
| Miscellaneous Revenue            | 20,564            | 2,419             | 200                | 200                    |                   | 200                    |
| <b>Total Revenue</b>             | <b>3,056,707</b>  | <b>2,938,826</b>  | <b>2,941,713</b>   | <b>3,013,814</b>       | <b>72,101</b>     | <b>3,013,814</b>       |
| Fund Balance                     | 236,795           | 384,954           | 378,483            | 282,136                | (96,347)          | 282,136                |
| <b>TOTAL SOURCES</b>             | <b>3,293,502</b>  | <b>3,323,780</b>  | <b>3,320,196</b>   | <b>3,295,950</b>       | <b>(24,246)</b>   | <b>3,295,950</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 3,200,601         | 3,341,534         | 3,498,127          | 3,728,295              | 230,168           | 3,784,075              |
| Services and Supplies            | 187,589           | 165,602           | 189,396            | 137,638                | (51,758)          | 137,638                |
| Other Charges                    | 629,963           | 610,174           | 632,335            | 566,632                | (65,703)          | 510,852                |
| Fixed Assets                     | 7,107             |                   |                    |                        |                   |                        |
| <b>Net Appropriations</b>        | <b>4,025,260</b>  | <b>4,117,310</b>  | <b>4,319,858</b>   | <b>4,432,565</b>       | <b>112,707</b>    | <b>4,432,565</b>       |
| Contingencies/Dept Reserves      | 36,183            | 129,000           | 260,536            | 260,536                |                   | 260,536                |
| <b>TOTAL REQUIREMENTS</b>        | <b>4,061,443</b>  | <b>4,246,310</b>  | <b>4,580,394</b>   | <b>4,693,101</b>       | <b>112,707</b>    | <b>4,693,101</b>       |
| <b>NET COUNTY COST</b>           | <b>767,941</b>    | <b>922,530</b>    | <b>1,260,198</b>   | <b>1,397,151</b>       | <b>136,953</b>    | <b>1,397,151</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>         | <b>31.0</b>       | <b>32.0</b>       | <b>32.0</b>        | <b>30.0</b>            | <b>(2.0)</b>      | <b>30.0</b>            |
| <b>Funded FTE</b>                | <b>28.7</b>       | <b>30.4</b>       | <b>30.4</b>        | <b>29.0</b>            | <b>(1.4)</b>      | <b>29.0</b>            |

## Parks Department (3900B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 4,849             | 8,561             | 7,000              | 7,000                  |                   | 7,000                  |
| Use of Money and Property        | 79,016            | 109,881           | 213,594            | 232,594                | 19,000            | 197,594                |
| Intergovernmental Revenues       | 58,113            | 23,068            | 21,000             |                        | (21,000)          |                        |
| Charges for Services             | 1,243,443         | 1,123,160         | 1,627,000          | 1,744,207              | 117,207           | 1,847,207              |
| Interfund Revenue                | 378,366           |                   |                    | 25,000                 | 25,000            | 25,000                 |
| Miscellaneous Revenue            | 132,336           | 194,672           | 70,000             | 55,000                 | (15,000)          | 55,000                 |
| Other Financing Sources          |                   | 181,848           | 274,348            | 234,348                | (40,000)          | 204,348                |
| <b>Total Revenue</b>             | <b>1,896,123</b>  | <b>1,641,191</b>  | <b>2,212,942</b>   | <b>2,298,149</b>       | <b>85,207</b>     | <b>2,336,149</b>       |
| Fund Balance                     | 296,097           | 260,149           | 103,599            | 362,569                | 258,970           | 349,569                |
| <b>TOTAL SOURCES</b>             | <b>2,192,220</b>  | <b>1,901,340</b>  | <b>2,316,541</b>   | <b>2,660,718</b>       | <b>344,177</b>    | <b>2,685,718</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 6,386,207         | 6,406,189         | 6,642,653          | 6,722,228              | 79,575            | 6,810,771              |
| Services and Supplies            | 999,134           | 1,065,592         | 987,934            | 959,369                | (28,565)          | 1,056,415              |
| Other Charges                    | 1,033,902         | 1,092,912         | 1,161,728          | 1,072,973              | (88,755)          | 1,089,750              |
| Fixed Assets                     | 120,752           | 32,042            |                    |                        |                   |                        |
| <b>Gross Appropriations</b>      | <b>8,539,996</b>  | <b>8,596,735</b>  | <b>8,792,315</b>   | <b>8,754,570</b>       | <b>(37,745)</b>   | <b>8,956,936</b>       |
| Intrafund Transfers              | (173,354)         | (185,000)         | (127,323)          | (54,997)               | 72,326            | (54,997)               |
| <b>Net Appropriations</b>        | <b>8,366,641</b>  | <b>8,411,735</b>  | <b>8,664,992</b>   | <b>8,699,573</b>       | <b>34,581</b>     | <b>8,901,939</b>       |
| Contingencies/Dept Reserves      | 143,337           | 177,811           | 194,880            | 133,119                | (61,761)          | 133,637                |
| <b>TOTAL REQUIREMENTS</b>        | <b>8,509,978</b>  | <b>8,589,546</b>  | <b>8,859,872</b>   | <b>8,832,692</b>       | <b>(27,180)</b>   | <b>9,035,576</b>       |
| <b>NET COUNTY COST</b>           | <b>6,317,758</b>  | <b>6,688,207</b>  | <b>6,543,331</b>   | <b>6,171,974</b>       | <b>(371,357)</b>  | <b>6,349,858</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 56.0              | 57.0              | 52.0               | 52.0                   |                   | 52.0                   |
| Funded FTE                       | 56.0              | 56.6              | 53.1               | 51.5                   | (1.6)             | 51.5                   |

## Administration and Support (3910P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 4,849             | 8,561             | 7,000              | 7,000                  |                   | 7,000                  |
| Use of Money and Property        | 38,831            | 39,773            | 172,000            | 147,000                | (25,000)          | 97,000                 |
| Charges for Services             | 47,899            | 25,185            | 135,000            | 135,000                |                   | 125,000                |
| Interfund Revenue                | 132,214           |                   |                    | 25,000                 | 25,000            | 25,000                 |
| Miscellaneous Revenue            | 1,066             | 73,041            | 15,000             |                        | (15,000)          |                        |
| Other Financing Sources          |                   | 42,848            | 86,282             | 86,282                 |                   | 86,282                 |
| <b>Total Revenue</b>             | <b>224,859</b>    | <b>189,408</b>    | <b>415,282</b>     | <b>400,282</b>         | <b>(15,000)</b>   | <b>340,282</b>         |
| Fund Balance                     | 296,097           | 260,149           | 103,599            | 362,569                | 258,970           | 349,569                |
| <b>TOTAL SOURCES</b>             | <b>520,956</b>    | <b>449,557</b>    | <b>518,881</b>     | <b>762,851</b>         | <b>243,970</b>    | <b>689,851</b>         |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 996,658           | 1,048,871         | 1,321,688          | 1,260,018              | (61,670)          | 1,267,108              |
| Services and Supplies            | 144,907           | 157,872           | 164,442            | 137,200                | (27,242)          | 137,200                |
| Other Charges                    | 318,573           | 258,301           | 298,121            | 273,621                | (24,500)          | 273,621                |
| Fixed Assets                     | 7,201             |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b>      | <b>1,467,340</b>  | <b>1,465,044</b>  | <b>1,784,251</b>   | <b>1,670,839</b>       | <b>(113,412)</b>  | <b>1,677,929</b>       |
| Intrafund Transfers              | (173,354)         | (185,000)         | (127,323)          | (54,997)               | 72,326            | (54,997)               |
| <b>Net Appropriations</b>        | <b>1,293,986</b>  | <b>1,280,044</b>  | <b>1,656,928</b>   | <b>1,615,842</b>       | <b>(41,086)</b>   | <b>1,622,932</b>       |
| Contingencies/Dept Reserves      | 143,337           | 177,811           | 194,880            | 133,119                | (61,761)          | 133,637                |
| <b>TOTAL REQUIREMENTS</b>        | <b>1,437,323</b>  | <b>1,457,855</b>  | <b>1,851,808</b>   | <b>1,748,961</b>       | <b>(102,847)</b>  | <b>1,756,569</b>       |
| <b>NET COUNTY COST</b>           | <b>916,367</b>    | <b>1,008,297</b>  | <b>1,332,927</b>   | <b>986,110</b>         | <b>(346,817)</b>  | <b>1,066,718</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>         | 9.0               | 10.0              | 8.0                | 8.0                    |                   | 8.0                    |
| <b>Funded FTE</b>                | 9.0               | 10.0              | 8.7                | 8.0                    | (0.7)             | 8.0                    |

## Operations and Maintenance (3930P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 40,186            | 70,109            | 41,594             | 85,594                 | 44,000            | 100,594                |
| Intergovernmental Revenues  | 58,113            | 23,068            | 21,000             |                        | (21,000)          |                        |
| Charges for Services        | 1,195,545         | 1,097,975         | 1,492,000          | 1,609,207              | 117,207           | 1,722,207              |
| Interfund Revenue           | 246,152           |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       | 131,269           | 121,631           | 55,000             | 55,000                 |                   | 55,000                 |
| Other Financing Sources     |                   | 139,000           | 188,066            | 148,066                | (40,000)          | 118,066                |
| <b>TOTAL SOURCES</b>        | <b>1,671,265</b>  | <b>1,451,782</b>  | <b>1,797,660</b>   | <b>1,897,867</b>       | <b>100,207</b>    | <b>1,995,867</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 5,389,550         | 5,357,318         | 5,320,965          | 5,462,210              | 141,245           | 5,543,663              |
| Services and Supplies       | 854,227           | 907,720           | 823,492            | 822,169                | (1,323)           | 919,215                |
| Other Charges               | 715,329           | 834,612           | 863,607            | 799,352                | (64,255)          | 816,129                |
| Fixed Assets                | 113,550           | 32,042            |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>7,072,656</b>  | <b>7,131,692</b>  | <b>7,008,064</b>   | <b>7,083,731</b>       | <b>75,667</b>     | <b>7,279,007</b>       |
| <b>NET COUNTY COST</b>      | <b>5,401,391</b>  | <b>5,679,909</b>  | <b>5,210,404</b>   | <b>5,185,864</b>       | <b>(24,540)</b>   | <b>5,283,140</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 47.0              | 47.0              | 44.0               | 44.0                   |                   | 44.0                   |
| <b>Funded FTE</b>           | 47.0              | 46.6              | 44.5               | 43.6                   | (0.9)             | 43.6                   |



**Fish and Game (3950B)**  
**Fish and Game Propagation Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 2,210             | 3,572             | 3,000              | 2,000                  | (1,000)           | 2,500                  |
| Use of Money and Property        | 3,120             | (2,095)           | 3,000              | 500                    | (2,500)           | 500                    |
| <b>Total Revenue</b>             | <b>5,331</b>      | <b>1,477</b>      | <b>6,000</b>       | <b>2,500</b>           | <b>(3,500)</b>    | <b>3,000</b>           |
| Fund Balance                     | 75,221            | 76,142            | 71,454             | 69,954                 | (1,500)           | 57,454                 |
| <b>TOTAL SOURCES</b>             | <b>80,552</b>     | <b>77,619</b>     | <b>77,454</b>      | <b>72,454</b>          | <b>(5,000)</b>    | <b>60,454</b>          |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Services and Supplies            | 4,410             | 6,164             | 20,000             | 15,000                 | (5,000)           | 15,000                 |
| <b>Net Appropriations</b>        | <b>4,410</b>      | <b>6,164</b>      | <b>20,000</b>      | <b>15,000</b>          | <b>(5,000)</b>    | <b>15,000</b>          |
| Non-General Fund Reserves        | 76,142            | 71,454            | 57,454             | 57,454                 |                   | 45,454                 |
| <b>TOTAL REQUIREMENTS</b>        | <b>80,552</b>     | <b>77,618</b>     | <b>77,454</b>      | <b>72,454</b>          | <b>(5,000)</b>    | <b>60,454</b>          |

## Off-Highway Vehicle License Fees (3960B) Off-Highway Vehicle License Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 9,447             | (7,000)           | 7,500              |                        | (7,500)           |                        |
| <b>Total Revenue</b>        | 9,447             | (7,000)           | 7,500              |                        | (7,500)           |                        |
| Fund Balance                | 222,543           | 199,664           | 109,176            | 76,676                 | (32,500)          |                        |
| <b>TOTAL SOURCES</b>        | 231,990           | 192,664           | 116,676            | 76,676                 | (40,000)          |                        |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Services and Supplies       |                   | 83,488            | 46,750             | 65,000                 | 18,250            |                        |
| Other Financing Uses        |                   |                   | 30,000             | 7,000                  | (23,000)          |                        |
| <b>Gross Appropriations</b> |                   | 83,488            | 76,750             | 72,000                 | (4,750)           |                        |
| Intrafund Transfers         | 32,326            |                   |                    | 4,676                  | 4,676             |                        |
| <b>Net Appropriations</b>   | 32,326            | 83,488            | 76,750             | 76,676                 | (74)              |                        |
| Non-General Fund Reserves   | 199,664           | 109,176           | 39,926             |                        | (39,926)          |                        |
| <b>TOTAL REQUIREMENTS</b>   | 231,990           | 192,664           | 116,676            | 76,676                 | (40,000)          |                        |

**Parks Acquisition and Development (3970B)**  
**Parks Acquisition and Development Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | 140,928           | (129,463)         | 70,000             | 35,000                 | (35,000)           | 35,000                 |
| Intergovernmental Revenues  | 2,600,183         | 1,424,958         | 5,643,826          | 2,027,320              | (3,616,506)        | 2,027,320              |
| Charges for Services        | 2,605             |                   |                    |                        |                    |                        |
| Interfund Revenue           | 181,683           |                   | 75,000             |                        | (75,000)           |                        |
| Miscellaneous Revenue       | 98,832            | 906,303           |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>3,024,232</b>  | <b>2,201,797</b>  | <b>5,788,826</b>   | <b>2,062,320</b>       | <b>(3,726,506)</b> | <b>2,062,320</b>       |
| Fund Balance                | 2,310,168         | 3,661,002         | 4,347,298          | 4,519,030              | 171,732            | 2,509,084              |
| <b>TOTAL SOURCES</b>        | <b>5,334,400</b>  | <b>5,862,799</b>  | <b>10,136,124</b>  | <b>6,581,350</b>       | <b>(3,554,774)</b> | <b>4,571,404</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Services and Supplies       | 390,985           | 232,644           | 400,000            | 543,500                | 143,500            | 543,500                |
| Fixed Assets                | 828,000           | 492,678           | 1,000,000          | 978,509                | (21,491)           | 978,509                |
| Other Financing Uses        | 696,641           | 790,180           | 6,551,219          | 2,550,257              | (4,000,962)        | 540,311                |
| <b>Gross Appropriations</b> | <b>1,915,626</b>  | <b>1,515,502</b>  | <b>7,951,219</b>   | <b>4,072,266</b>       | <b>(3,878,953)</b> | <b>2,062,320</b>       |
| Intrafund Transfers         | (244,272)         |                   |                    |                        |                    |                        |
| <b>Net Appropriations</b>   | <b>1,671,355</b>  | <b>1,515,502</b>  | <b>7,951,219</b>   | <b>4,072,266</b>       | <b>(3,878,953)</b> | <b>2,062,320</b>       |
| Non-General Fund Reserves   | 3,663,045         | 4,347,298         | 2,184,905          | 2,509,084              | 324,179            | 2,509,084              |
| <b>TOTAL REQUIREMENTS</b>   | <b>5,334,400</b>  | <b>5,862,800</b>  | <b>10,136,124</b>  | <b>6,581,350</b>       | <b>(3,554,774)</b> | <b>4,571,404</b>       |

**Coyote Point Marina (3980B)**  
**Coyote Point Marina Operating Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | 40,687            | 10,588            | 45,000             | 28,000                 | (17,000)           | 28,000                 |
| Intergovernmental Revenues  |                   |                   | 1,920,000          | 364,000                | (1,556,000)        | 1,300,000              |
| Charges for Services        | 1,121,627         | 1,083,532         | 1,263,200          | 1,106,969              | (156,231)          | 1,106,969              |
| Miscellaneous Revenue       |                   | 8,074             |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>1,162,314</b>  | <b>1,102,194</b>  | <b>3,228,200</b>   | <b>1,498,969</b>       | <b>(1,729,231)</b> | <b>2,434,969</b>       |
| Fund Balance                | 855,940           | 812,105           | 739,134            | 465,924                | (273,210)          | 465,924                |
| <b>TOTAL SOURCES</b>        | <b>2,018,254</b>  | <b>1,914,299</b>  | <b>3,967,334</b>   | <b>1,964,893</b>       | <b>(2,002,441)</b> | <b>2,900,893</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 520,347           | 537,277           | 535,414            | 542,317                | 6,903              | 547,283                |
| Services and Supplies       | 247,707           | 220,923           | 325,000            | 321,428                | (3,572)            | 421,428                |
| Other Charges               | 564,034           | 402,247           | 436,865            | 401,923                | (34,942)           | 401,923                |
| Fixed Assets                |                   |                   | 138,092            | 194,769                | 56,677             |                        |
| Other Financing Uses        | 83,873            | 253,648           | 2,078,000          | 265,000                | (1,813,000)        | 1,200,000              |
| <b>Gross Appropriations</b> | <b>1,415,961</b>  | <b>1,414,095</b>  | <b>3,513,371</b>   | <b>1,725,437</b>       | <b>(1,787,934)</b> | <b>2,570,634</b>       |
| Intrafund Transfers         | 141,356           |                   |                    |                        |                    |                        |
| <b>Net Appropriations</b>   | <b>1,557,317</b>  | <b>1,414,095</b>  | <b>3,513,371</b>   | <b>1,725,437</b>       | <b>(1,787,934)</b> | <b>2,570,634</b>       |
| Non-General Fund Reserves   | 460,936           | 500,203           | 453,963            | 239,456                | (214,507)          | 330,259                |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,018,253</b>  | <b>1,914,298</b>  | <b>3,967,334</b>   | <b>1,964,893</b>       | <b>(2,002,441)</b> | <b>2,900,893</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>    | 5.0               | 5.0               | 5.0                | 5.0                    |                    | 5.0                    |
| <b>Funded FTE</b>           | 5.0               | 5.0               | 5.0                | 5.0                    |                    | 5.0                    |

## Administrative Services (4510P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  |                   |                   | 262,000            | 262,000                |                   | 262,000                |
| Interfund Revenue           | 4,016,037         | 4,646,760         | 5,833,250          | 6,213,744              | 380,494           | 6,271,014              |
| Miscellaneous Revenue       | 41,902            | 40,806            | 10,000             | 10,000                 |                   | 10,000                 |
| Other Financing Sources     | 96,013            | 96,420            | 49,432             | 49,432                 |                   | 49,432                 |
| <b>Total Revenue</b>        | <b>4,153,952</b>  | <b>4,783,986</b>  | <b>6,154,682</b>   | <b>6,535,176</b>       | <b>380,494</b>    | <b>6,592,446</b>       |
| Fund Balance                |                   | 61,000            | 61,000             | 61,000                 |                   | 61,000                 |
| <b>TOTAL SOURCES</b>        | <b>4,153,952</b>  | <b>4,844,986</b>  | <b>6,215,682</b>   | <b>6,596,176</b>       | <b>380,494</b>    | <b>6,653,446</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,924,276         | 3,098,956         | 3,456,323          | 3,676,228              | 219,905           | 3,737,973              |
| Services and Supplies       | 934,352           | 705,063           | 878,756            | 843,633                | (35,123)          | 838,658                |
| Other Charges               | 1,340,610         | 1,504,342         | 2,008,790          | 2,233,729              | 224,939           | 2,233,729              |
| Fixed Assets                | 38,345            | 59,843            | 48,750             | 33,250                 | (15,500)          | 33,750                 |
| Other Financing Uses        |                   |                   | 61,000             |                        | (61,000)          |                        |
| <b>Gross Appropriations</b> | <b>5,237,582</b>  | <b>5,368,203</b>  | <b>6,453,619</b>   | <b>6,786,840</b>       | <b>333,221</b>    | <b>6,844,110</b>       |
| Intrafund Transfers         | (892,262)         | (286,061)         |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,345,321</b>  | <b>5,082,142</b>  | <b>6,453,619</b>   | <b>6,786,840</b>       | <b>333,221</b>    | <b>6,844,110</b>       |
| <b>NET COUNTY COST</b>      | <b>191,369</b>    | <b>237,155</b>    | <b>237,937</b>     | <b>190,664</b>         | <b>(47,273)</b>   | <b>190,664</b>         |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>28.0</b>       | <b>28.0</b>       | <b>28.0</b>        | <b>28.0</b>            |                   | <b>28.0</b>            |
| <b>Funded FTE</b>           | <b>27.9</b>       | <b>27.9</b>       | <b>27.9</b>        | <b>27.9</b>            |                   | <b>27.9</b>            |

## Engineering Services (4600P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Intergovernmental Revenues  |                   |                   | 35,000             | 48,000                 | 13,000            |                        |
| Charges for Services        | 43,148            | 17,028            | 9,074              | 9,074                  |                   | 9,074                  |
| Interfund Revenue           | 4,143,703         | 3,603,197         | 5,114,340          | 4,803,240              | (311,100)         | 4,890,896              |
| Miscellaneous Revenue       | 6,151             | 6,726             |                    |                        |                   |                        |
| Other Financing Sources     | 99                | 3,491             |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>4,193,101</b>  | <b>3,630,441</b>  | <b>5,158,414</b>   | <b>4,860,314</b>       | <b>(298,100)</b>  | <b>4,899,970</b>       |
| Fund Balance                |                   |                   | 182                | 182                    |                   | 182                    |
| <b>TOTAL SOURCES</b>        | <b>4,193,101</b>  | <b>3,630,441</b>  | <b>5,158,596</b>   | <b>4,860,496</b>       | <b>(298,100)</b>  | <b>4,900,152</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 3,242,995         | 3,133,195         | 4,100,768          | 3,782,510              | (318,258)         | 3,822,166              |
| Services and Supplies       | 720,117           | 270,143           | 670,123            | 670,123                |                   | 670,123                |
| Other Charges               | 567,665           | 470,852           | 484,147            | 504,305                | 20,158            | 504,305                |
| <b>Gross Appropriations</b> | <b>4,530,776</b>  | <b>3,874,189</b>  | <b>5,255,038</b>   | <b>4,956,938</b>       | <b>(298,100)</b>  | <b>4,996,594</b>       |
| Intrafund Transfers         | (241,051)         | (147,367)         |                    |                        |                   |                        |
| <b>Net Appropriations</b>   | <b>4,289,725</b>  | <b>3,726,822</b>  | <b>5,255,038</b>   | <b>4,956,938</b>       | <b>(298,100)</b>  | <b>4,996,594</b>       |
| Contingencies/Dept Reserves |                   |                   | 182                | 182                    |                   | 182                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,289,725</b>  | <b>3,726,822</b>  | <b>5,255,220</b>   | <b>4,957,120</b>       | <b>(298,100)</b>  | <b>4,996,776</b>       |
| <b>NET COUNTY COST</b>      | <b>96,624</b>     | <b>96,381</b>     | <b>96,624</b>      | <b>96,624</b>          |                   | <b>96,624</b>          |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>30.0</b>       | <b>30.0</b>       | <b>30.0</b>        | <b>25.0</b>            | <b>(5.0)</b>      | <b>25.0</b>            |
| <b>Funded FTE</b>           | <b>29.8</b>       | <b>29.5</b>       | <b>29.5</b>        | <b>24.6</b>            | <b>(4.9)</b>      | <b>24.6</b>            |

**Facilities Services (4730P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | 456,352           | 551,017           | 474,844            | 501,644                | 26,800             | 501,644                |
| Intergovernmental Revenues  |                   |                   | 1,893,169          | 1,987,429              | 94,260             | 1,987,429              |
| Charges for Services        | 829,585           | 592,818           | 52,398             | 3,000                  | (49,398)           | 3,000                  |
| Interfund Revenue           | 6,459,514         | 7,104,010         | 6,215,669          | 6,411,508              | 195,839            | 6,430,822              |
| Miscellaneous Revenue       | 703,048           | 344,142           | 278,156            | 278,156                |                    | 278,156                |
| <b>Total Revenue</b>        | <b>8,448,499</b>  | <b>8,591,987</b>  | <b>8,914,236</b>   | <b>9,181,737</b>       | <b>267,501</b>     | <b>9,201,051</b>       |
| Fund Balance                |                   | 179               | 1,292,669          |                        | (1,292,669)        |                        |
| <b>TOTAL SOURCES</b>        | <b>8,448,499</b>  | <b>8,592,166</b>  | <b>10,206,905</b>  | <b>9,181,737</b>       | <b>(1,025,168)</b> | <b>9,201,051</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 9,752,596         | 10,003,311        | 11,242,492         | 11,465,222             | 222,730            | 11,601,776             |
| Services and Supplies       | 12,845,330        | 12,728,275        | 12,474,724         | 11,988,412             | (486,312)          | 11,879,864             |
| Other Charges               | 2,687,145         | 3,282,500         | 3,218,119          | 3,040,833              | (177,286)          | 3,040,729              |
| Other Financing Uses        | 8,867,677         | 12,021,379        | 13,315,666         | 13,058,666             | (257,000)          | 13,058,666             |
| <b>Gross Appropriations</b> | <b>34,152,748</b> | <b>38,035,466</b> | <b>40,251,001</b>  | <b>39,553,133</b>      | <b>(697,868)</b>   | <b>39,581,035</b>      |
| Intrafund Transfers         | (25,383,608)      | (30,327,633)      | (29,975,896)       | (29,984,234)           | (8,338)            | (29,992,822)           |
| <b>Net Appropriations</b>   | <b>8,769,140</b>  | <b>7,707,834</b>  | <b>10,275,105</b>  | <b>9,568,899</b>       | <b>(706,206)</b>   | <b>9,588,213</b>       |
| Contingencies/Dept Reserves |                   | 179               | 334,000            |                        | (334,000)          |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>8,769,140</b>  | <b>7,708,013</b>  | <b>10,609,105</b>  | <b>9,568,899</b>       | <b>(1,040,206)</b> | <b>9,588,213</b>       |
| <b>NET COUNTY COST</b>      | <b>320,641</b>    | <b>(884,154)</b>  | <b>402,200</b>     | <b>387,162</b>         | <b>(15,038)</b>    | <b>387,162</b>         |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 112.0             | 112.0             | 106.0              | 101.0                  | (5.0)              | 101.0                  |
| Funded FTE                  | 110.2             | 112.0             | 106.0              | 100.8                  | (5.1)              | 100.8                  |

## Road Construction and Operations (4520P) Special Revenue Funds

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08  | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|--------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                    |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 100                | 73,841            | 80,000             | 120,000                | 40,000            | 120,000                |
| Use of Money and Property        | 507,653            | (218,009)         | 287,679            | 90,679                 | (197,000)         | 90,679                 |
| Intergovernmental Revenues       | 16,551,546         | 24,262,262        | 14,454,480         | 17,984,515             | 3,530,035         | 17,984,515             |
| Charges for Services             | 584,637            | 183,761           | 307,500            | 267,500                | (40,000)          | 206,000                |
| Interfund Revenue                | 693,321            | 590,001           | 340,000            | 541,000                | 201,000           | 541,000                |
| Miscellaneous Revenue            | 1,514,300          | 3,247,111         | 248,000            | 1,649,941              | 1,401,941         | 210,500                |
| <b>Total Revenue</b>             | <b>19,851,556</b>  | <b>28,138,967</b> | <b>15,717,659</b>  | <b>20,653,635</b>      | <b>4,935,976</b>  | <b>19,152,694</b>      |
| Fund Balance                     | 9,661,386          | 8,896,511         | 16,022,477         | 13,252,812             | (2,769,665)       | 13,527,812             |
| <b>TOTAL SOURCES</b>             | <b>29,512,942</b>  | <b>37,035,478</b> | <b>31,740,136</b>  | <b>33,906,447</b>      | <b>2,166,311</b>  | <b>32,680,506</b>      |
| <b>REQUIREMENTS</b>              |                    |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 6,622,716          | 6,995,604         | 7,836,495          | 7,918,467              | 81,972            | 8,050,316              |
| Services and Supplies            | 8,643,143          | 11,982,672        | 11,026,697         | 11,678,988             | 652,291           | 10,377,753             |
| Other Charges                    | 579,084            | 743,231           | 968,214            | 929,476                | (38,738)          | 993,134                |
| Fixed Assets                     | 2,476,053          | 1,976,278         | 2,235,218          | 3,155,000              | 919,782           | 3,935,000              |
| <b>Net Appropriations</b>        | <b>18,320,995</b>  | <b>21,697,786</b> | <b>22,066,624</b>  | <b>23,681,931</b>      | <b>1,615,307</b>  | <b>23,356,203</b>      |
| Contingencies/Dept Reserves      | 5,508,978          | 13,117,756        | 6,718,791          | 6,874,795              | 156,004           | 5,761,582              |
| Non-General Fund Reserves        | 3,387,533          | 2,904,721         | 2,954,721          | 3,349,721              | 395,000           | 3,562,721              |
| <b>TOTAL REQUIREMENTS</b>        | <b>27,217,506</b>  | <b>37,720,262</b> | <b>31,740,136</b>  | <b>33,906,447</b>      | <b>2,166,311</b>  | <b>32,680,506</b>      |
| <b>NET COUNTY COST</b>           | <b>(2,295,436)</b> | <b>684,784</b>    |                    |                        |                   |                        |
| <b>AUTHORIZED POSITIONS</b>      |                    |                   |                    |                        |                   |                        |
| Salary Resolution                | 70.0               | 70.0              | 70.0               | 66.0                   | (4.0)             | 66.0                   |
| Funded FTE                       | 70.0               | 70.0              | 70.0               | 66.0                   | (4.0)             | 66.0                   |



**Construction Services (4740P)**  
**Construction Services Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | (32,762)          | 11,603            |                    |                        |                    |                        |
| Charges for Services        | 271,594           | 90,982            | 50,343             | 280,393                | 230,050            | 280,393                |
| Interfund Revenue           | 3,840,887         | 3,455,147         | 3,510,613          | 2,215,851              | (1,294,762)        | 2,236,411              |
| Miscellaneous Revenue       | 21,373            | 648,177           |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>4,101,092</b>  | <b>4,205,910</b>  | <b>3,560,956</b>   | <b>2,496,244</b>       | <b>(1,064,712)</b> | <b>2,516,804</b>       |
| Fund Balance                | 215,077           | 46,171            | 182,220            |                        | (182,220)          |                        |
| <b>TOTAL SOURCES</b>        | <b>4,316,169</b>  | <b>4,252,081</b>  | <b>3,743,176</b>   | <b>2,496,244</b>       | <b>(1,246,932)</b> | <b>2,516,804</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 3,024,525         | 2,589,186         | 2,073,245          | 1,916,562              | (156,683)          | 1,937,122              |
| Services and Supplies       | 1,140,963         | 701,864           | 1,126,186          | 518,263                | (607,923)          | 518,263                |
| Other Charges               | 138,441           | 778,811           | 280,418            | 61,419                 | (218,999)          | 61,419                 |
| <b>Gross Appropriations</b> | <b>4,303,929</b>  | <b>4,069,861</b>  | <b>3,479,849</b>   | <b>2,496,244</b>       | <b>(983,605)</b>   | <b>2,516,804</b>       |
| Intrafund Transfers         | (33,931)          |                   |                    |                        |                    |                        |
| <b>Net Appropriations</b>   | <b>4,269,998</b>  | <b>4,069,861</b>  | <b>3,479,849</b>   | <b>2,496,244</b>       | <b>(983,605)</b>   | <b>2,516,804</b>       |
| Contingencies/Dept Reserves | 46,171            | 182,220           | 263,327            |                        | (263,327)          |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,316,169</b>  | <b>4,252,081</b>  | <b>3,743,176</b>   | <b>2,496,244</b>       | <b>(1,246,932)</b> | <b>2,516,804</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 29.0              | 29.0              | 16.0               | 16.0                   |                    | 16.0                   |
| Funded FTE                  | 28.9              | 28.8              | 17.0               | 15.8                   | (1.2)              | 15.8                   |

## Vehicle and Equipment Services (4760P) ALL FUNDS

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | 292,753           | (183,257)         |                    |                        |                    | 20,550                 |
| Intergovernmental Revenues  |                   | 1,188,596         |                    |                        |                    |                        |
| Charges for Services        | 0                 | 33,817            | 10,000             | 14,000                 | 4,000              | 14,000                 |
| Interfund Revenue           | 6,177,285         | 6,604,241         | 6,115,236          | 6,102,549              | (12,687)           | 6,102,549              |
| Miscellaneous Revenue       | 116,455           | 296,910           | 51,700             | 72,880                 | 21,180             | 72,880                 |
| Other Financing Sources     |                   |                   | 1,000              | 1,000                  |                    | 1,000                  |
| <b>Total Revenue</b>        | <b>6,586,493</b>  | <b>7,940,307</b>  | <b>6,177,936</b>   | <b>6,190,429</b>       | <b>12,493</b>      | <b>6,210,979</b>       |
| Fund Balance                | 6,809,524         | 5,900,225         | 5,475,406          | 3,879,906              | (1,595,500)        | 3,473,382              |
| <b>TOTAL SOURCES</b>        | <b>13,396,017</b> | <b>13,840,532</b> | <b>11,653,342</b>  | <b>10,070,335</b>      | <b>(1,583,007)</b> | <b>9,684,361</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 2,411,983         | 2,492,929         | 2,799,177          | 2,928,867              | 129,690            | 2,961,037              |
| Services and Supplies       | 4,245,115         | 3,979,508         | 3,993,259          | 4,158,994              | 165,735            | 4,147,374              |
| Other Charges               | 743,872           | 810,028           | 785,609            | 647,285                | (138,324)          | 647,285                |
| Fixed Assets                | 3,859,332         | 2,163,112         | 2,030,500          | 1,715,650              | (314,850)          | 4,150,650              |
| Other Financing Uses        |                   |                   | 95,000             |                        | (95,000)           |                        |
| <b>Gross Appropriations</b> | <b>11,260,302</b> | <b>9,445,577</b>  | <b>9,703,545</b>   | <b>9,450,796</b>       | <b>(252,749)</b>   | <b>11,906,346</b>      |
| Intrafund Transfers         | (1,469,073)       | (1,765,235)       | (3,184,823)        | (2,853,843)            | 330,980            | (3,228,843)            |
| <b>Net Appropriations</b>   | <b>9,791,229</b>  | <b>7,680,342</b>  | <b>6,518,722</b>   | <b>6,596,953</b>       | <b>78,231</b>      | <b>8,677,503</b>       |
| Non-General Fund Reserves   | 5,900,224         | 5,475,406         | 5,134,620          | 3,473,382              | (1,661,238)        | 1,006,858              |
| <b>TOTAL REQUIREMENTS</b>   | <b>15,691,453</b> | <b>13,155,748</b> | <b>11,653,342</b>  | <b>10,070,335</b>      | <b>(1,583,007)</b> | <b>9,684,361</b>       |
| <b>NET COUNTY COST</b>      | <b>2,295,436</b>  | <b>(684,784)</b>  |                    |                        |                    |                        |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 25.0              | 25.0              | 25.0               | 25.0                   |                    | 25.0                   |
| Funded FTE                  | 25.0              | 25.0              | 25.0               | 25.0                   |                    | 25.0                   |

## Waste Management (4820P) Special Revenue Funds

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Licenses, Permits and Franchises | 5,169,225         | 4,662,148         | 4,866,024          | 30,000                 | (4,836,024)        | 120,000                |
| Use of Money and Property        | 314,262           | (244,496)         | 50,000             | 12,101                 | (37,899)           | 12,101                 |
| Intergovernmental Revenues       | 17,371            | 112,941           | 131,000            | 185,000                | 54,000             | 180,000                |
| Charges for Services             | 32,080            | 57,792            | 40,000             | 3,219,081              | 3,179,081          | 2,480,472              |
| Interfund Revenue                | 30,788            | 639,478           |                    | 2,659,397              | 2,659,397          | 2,534,393              |
| Miscellaneous Revenue            | 46,502            | 73,767            | 25,000             |                        | (25,000)           |                        |
| <b>Total Revenue</b>             | <b>5,610,226</b>  | <b>5,301,630</b>  | <b>5,112,024</b>   | <b>6,105,579</b>       | <b>993,555</b>     | <b>5,326,966</b>       |
| Fund Balance                     | 6,680,251         | 6,288,448         | 4,705,651          | 2,919,367              | (1,786,284)        | 3,442,972              |
| <b>TOTAL SOURCES</b>             | <b>12,290,478</b> | <b>11,590,078</b> | <b>9,817,675</b>   | <b>9,024,946</b>       | <b>(792,729)</b>   | <b>8,769,938</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 948,672           | 1,123,728         | 1,221,467          | 1,300,114              | 78,647             | 1,326,847              |
| Services and Supplies            | 2,336,089         | 3,683,533         | 4,949,795          | 5,426,107              | 476,312            | 4,786,365              |
| Other Charges                    | 2,681,838         | 1,734,552         | 1,539,649          | 60,567                 | (1,479,082)        | 60,567                 |
| Other Financing Uses             | 35,430            | 342,614           | 226,865            |                        | (226,865)          |                        |
| <b>Net Appropriations</b>        | <b>6,002,030</b>  | <b>6,884,427</b>  | <b>7,937,776</b>   | <b>6,786,788</b>       | <b>(1,150,988)</b> | <b>6,173,779</b>       |
| Contingencies/Dept Reserves      | 390,000           | 1,457,333         | 600,687            | 958,946                | 358,259            | 1,316,947              |
| Non-General Fund Reserves        | 5,898,448         | 3,248,318         | 1,279,212          | 1,279,212              |                    | 1,279,212              |
| <b>TOTAL REQUIREMENTS</b>        | <b>12,290,478</b> | <b>11,590,078</b> | <b>9,817,675</b>   | <b>9,024,946</b>       | <b>(792,729)</b>   | <b>8,769,938</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>         | 8.0               | 9.0               | 9.0                | 9.0                    |                    | 9.0                    |
| <b>Funded FTE</b>                | 7.8               | 8.8               | 8.8                | 8.8                    | (0.0)              | 8.8                    |

## Transportation Services (4830P) Half-Cent Transportation Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Taxes                       | 1,179,169         | 1,704,474         | 1,890,000          | 1,681,923              | (208,077)         | 1,683,459              |
| Use of Money and Property   | 5,284             | 6,469             |                    |                        |                   |                        |
| Charges for Services        | 1,029,204         | 1,330,963         | 1,314,294          | 1,195,309              | (118,985)         | 1,212,806              |
| Interfund Revenue           | 5,507             | 3,621             |                    |                        |                   |                        |
| Miscellaneous Revenue       | 41,193            | 50,832            |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>2,260,358</b>  | <b>3,096,359</b>  | <b>3,204,294</b>   | <b>2,877,232</b>       | <b>(327,062)</b>  | <b>2,896,265</b>       |
| Fund Balance                | 3,390             | 2,433             | 217,656            | 217,656                |                   | 217,656                |
| <b>TOTAL SOURCES</b>        | <b>2,263,748</b>  | <b>3,098,792</b>  | <b>3,421,950</b>   | <b>3,094,888</b>       | <b>(327,062)</b>  | <b>3,113,921</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 794,112           | 1,001,515         | 1,315,554          | 1,151,077              | (164,477)         | 1,170,110              |
| Services and Supplies       | 1,367,351         | 1,681,778         | 1,950,353          | 1,787,925              | (162,428)         | 1,787,925              |
| Other Charges               | 99,851            | 197,843           | 156,043            | 155,886                | (157)             | 155,886                |
| <b>Net Appropriations</b>   | <b>2,261,315</b>  | <b>2,881,135</b>  | <b>3,421,950</b>   | <b>3,094,888</b>       | <b>(327,062)</b>  | <b>3,113,921</b>       |
| Contingencies/Dept Reserves | 2,433             | 217,656           |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,263,748</b>  | <b>3,098,791</b>  | <b>3,421,950</b>   | <b>3,094,888</b>       | <b>(327,062)</b>  | <b>3,113,921</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 8.0               | 8.0               | 8.0                | 6.0                    | (2.0)             | 6.0                    |
| <b>Funded FTE</b>           | 6.7               | 8.0               | 8.0                | 6.0                    | (2.0)             | 6.0                    |

**Utilities (4840P)**  
**ALL FUNDS**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Taxes                            | 5,273,117         | 5,594,220         | 4,365,018          | 4,671,784              | 306,766           | 4,671,784              |
| Licenses, Permits and Franchises | 491,732           | 518,012           | 467,994            | 507,671                | 39,677            | 507,671                |
| Use of Money and Property        | 1,262,020         | (1,019,460)       | 765,865            | 236,042                | (529,823)         | 239,883                |
| Intergovernmental Revenues       | 37,085            | 36,689            | 34,602             | 34,180                 | (422)             | 34,180                 |
| Charges for Services             | 8,638,786         | 9,112,287         | 9,382,640          | 9,718,367              | 335,727           | 9,719,367              |
| Interfund Revenue                | 1,995,463         | 1,932,203         | 2,505,882          | 2,672,212              | 166,330           | 2,677,915              |
| Miscellaneous Revenue            | 394,007           | 115,053           |                    |                        |                   | 85,000                 |
| Other Financing Sources          | 1,610,000         | 2,190,000         | 2,835,366          | 3,258,824              | 423,458           | 3,455,344              |
| <b>Total Revenue</b>             | <b>19,702,211</b> | <b>18,479,004</b> | <b>20,357,367</b>  | <b>21,099,080</b>      | <b>741,713</b>    | <b>21,391,144</b>      |
| Fund Balance                     | 30,503,674        | 34,639,487        | 35,771,424         | 36,448,531             | 677,107           | 24,215,021             |
| <b>TOTAL SOURCES</b>             | <b>50,205,885</b> | <b>53,118,491</b> | <b>56,128,791</b>  | <b>57,547,611</b>      | <b>1,418,820</b>  | <b>45,606,165</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 1,669,723         | 1,831,121         | 1,994,057          | 2,073,196              | 79,139            | 2,099,099              |
| Services and Supplies            | 10,640,941        | 10,176,276        | 15,934,827         | 16,763,634             | 828,807           | 16,007,096             |
| Other Charges                    | 1,276,978         | 1,570,276         | 2,003,697          | 2,322,888              | 319,191           | 905,168                |
| Fixed Assets                     | 40,980            | 748,942           | 6,790,366          | 8,233,824              | 1,443,458         | 675,344                |
| Other Financing Uses             | 3,218,019         | 3,799,061         | 4,439,425          | 4,867,500              | 428,075           | 5,061,801              |
| <b>Gross Appropriations</b>      | <b>16,846,641</b> | <b>18,125,676</b> | <b>31,162,372</b>  | <b>34,261,042</b>      | <b>3,098,670</b>  | <b>24,748,508</b>      |
| Intrafund Transfers              | (628,014)         | (899,320)         | (1,044,645)        | (1,048,432)            | (3,787)           | (1,048,432)            |
| <b>Net Appropriations</b>        | <b>16,218,627</b> | <b>17,226,357</b> | <b>30,117,727</b>  | <b>33,212,610</b>      | <b>3,094,883</b>  | <b>23,700,076</b>      |
| Contingencies/Dept Reserves      | 33,816,485        | 35,715,591        | 25,831,465         | 24,153,068             | (1,678,397)       | 21,721,361             |
| Non-General Fund Reserves        | 50,072            | 55,833            | 58,893             | 61,933                 | 3,040             | 64,728                 |
| <b>TOTAL REQUIREMENTS</b>        | <b>50,085,184</b> | <b>52,997,781</b> | <b>56,008,085</b>  | <b>57,427,611</b>      | <b>1,419,526</b>  | <b>45,486,165</b>      |
| <b>NET COUNTY COST</b>           | <b>(120,701)</b>  | <b>(120,710)</b>  | <b>(120,706)</b>   | <b>(120,000)</b>       | <b>706</b>        | <b>(120,000)</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 16.0              | 16.0              | 16.0               | 16.0                   |                   | 16.0                   |
| Funded FTE                       | 16.0              | 16.0              | 16.0               | 15.8                   | (0.2)             | 15.8                   |

## Airports (4850P) County Airports Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                    |                        |
| Licenses, Permits and Franchises | 15,500            | 15,500            | 15,500             | 15,500                 |                    | 15,500                 |
| Use of Money and Property        | 2,290,754         | 2,418,640         | 2,284,252          | 2,466,300              | 182,048            | 2,529,300              |
| Intergovernmental Revenues       | 144,982           | 2,009,753         | 3,127,000          | 780,953                | (2,346,047)        |                        |
| Charges for Services             | 49,571            | 12,114            | 41,900             | 38,000                 | (3,900)            | 38,000                 |
| Interfund Revenue                |                   | 586               |                    |                        |                    |                        |
| Miscellaneous Revenue            | 87,014            | 74,755            | 71,800             | 78,800                 | 7,000              | 78,800                 |
| Other Financing Sources          | 4,000,000         |                   |                    |                        |                    |                        |
| <b>Total Revenue</b>             | <b>6,587,822</b>  | <b>4,531,348</b>  | <b>5,540,452</b>   | <b>3,379,553</b>       | <b>(2,160,899)</b> | <b>2,661,600</b>       |
| Fund Balance                     | 2,852,650         | 1,019,864         | 2,050,095          | 2,050,095              |                    | 1,324,454              |
| <b>TOTAL SOURCES</b>             | <b>9,440,471</b>  | <b>5,551,212</b>  | <b>7,590,547</b>   | <b>5,429,648</b>       | <b>(2,160,899)</b> | <b>3,986,054</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits            | 919,070           | 894,388           | 1,064,891          | 1,137,122              | 72,231             | 1,162,102              |
| Services and Supplies            | 723,969           | 592,768           | 845,644            | 808,554                | (37,090)           | 819,554                |
| Other Charges                    | 754,461           | 1,195,377         | 692,795            | 1,135,070              | 442,275            | 1,135,070              |
| Fixed Assets                     | 6,387,184         | 876,095           | 3,539,500          | 1,506,594              | (2,032,906)        |                        |
| <b>Gross Appropriations</b>      | <b>8,784,683</b>  | <b>3,558,628</b>  | <b>6,142,830</b>   | <b>4,587,340</b>       | <b>(1,555,490)</b> | <b>3,116,726</b>       |
| Intrafund Transfers              | (33,324)          | (57,511)          | (40,000)           | (20,500)               | 19,500             | (20,500)               |
| <b>Net Appropriations</b>        | <b>8,751,359</b>  | <b>3,501,117</b>  | <b>6,102,830</b>   | <b>4,566,840</b>       | <b>(1,535,990)</b> | <b>3,096,226</b>       |
| Non-General Fund Reserves        | 689,112           | 2,050,095         | 1,487,717          | 862,808                | (624,909)          | 889,828                |
| <b>TOTAL REQUIREMENTS</b>        | <b>9,440,471</b>  | <b>5,551,212</b>  | <b>7,590,547</b>   | <b>5,429,648</b>       | <b>(2,160,899)</b> | <b>3,986,054</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                    |                        |
| Salary Resolution                | 9.0               | 9.0               | 9.0                | 9.0                    |                    | 9.0                    |
| Funded FTE                       | 8.9               | 9.0               | 9.0                | 9.0                    |                    | 9.0                    |

**Accumulated Capital Outlay Fund (8200B)**  
**Accumulated Capital Outlay Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 240               | (190)             | 200                | 200                    |                   | 200                    |
| <b>Total Revenue</b>        | 240               | (190)             | 200                | 200                    |                   | 200                    |
| Fund Balance                | 5,643             | 5,883             | 5,693              | 5,741                  | 48                | 5,941                  |
| <b>TOTAL SOURCES</b>        | 5,883             | 5,693             | 5,893              | 5,941                  | 48                | 6,141                  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Contingencies/Dept Reserves | 5,883             |                   | 5,893              | 5,941                  | 48                | 6,141                  |
| Non-General Fund Reserves   |                   | 5,693             |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | 5,883             | 5,693             | 5,893              | 5,941                  | 48                | 6,141                  |

**Courthouse Construction Fund (8300B)**  
**Courthouse Temporary Construction Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 2,670             |                   |                    |                        |                   |                        |
| Use of Money and Property        | 153,891           | (109,284)         | 70,000             | 30,000                 | (40,000)          | 30,000                 |
| Charges for Services             | 1,192,440         | 1,199,862         | 1,120,000          | 1,150,000              | 30,000            | 1,150,000              |
| Other Financing Sources          |                   | 29,156            |                    |                        |                   |                        |
| <b>Total Revenue</b>             | 1,349,001         | 1,119,734         | 1,190,000          | 1,180,000              | (10,000)          | 1,180,000              |
| Fund Balance                     | 3,598,781         | 3,919,535         | 3,595,058          | 3,311,874              | (283,184)         | 386,280                |
| <b>TOTAL SOURCES</b>             | 4,947,782         | 5,039,269         | 4,785,058          | 4,491,874              | (293,184)         | 1,566,280              |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Other Charges                    |                   |                   |                    | 861,687                | 861,687           | 861,687                |
| Other Financing Uses             | 1,028,248         | 1,444,211         | 4,301,935          | 3,243,907              | (1,058,028)       | 458,413                |
| <b>Net Appropriations</b>        | 1,028,248         | 1,444,211         | 4,301,935          | 4,105,594              | (196,341)         | 1,320,100              |
| Non-General Fund Reserves        | 3,919,535         | 3,595,058         | 483,123            | 386,280                | (96,843)          | 246,180                |
| <b>TOTAL REQUIREMENTS</b>        | 4,947,782         | 5,039,269         | 4,785,058          | 4,491,874              | (293,184)         | 1,566,280              |



**Criminal Justice Construction Fund (8400B)**  
**Criminal Justice Temporary Construction Fund**  
**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Fines, Forfeitures and Penalties | 1,953             |                   |                    |                        |                   |                        |
| Use of Money and Property        | 44,309            | (35,403)          | 20,000             | 10,000                 | (10,000)          | 10,000                 |
| Charges for Services             | 1,195,359         | 1,250,223         | 1,150,000          | 1,150,000              |                   | 1,150,000              |
| <b>Total Revenue</b>             | <b>1,241,621</b>  | <b>1,214,820</b>  | <b>1,170,000</b>   | <b>1,160,000</b>       | <b>(10,000)</b>   | <b>1,160,000</b>       |
| Fund Balance                     | 1,668,303         | 898,422           | 988,660            | 938,660                | (50,000)          | 998,660                |
| <b>TOTAL SOURCES</b>             | <b>2,909,924</b>  | <b>2,113,242</b>  | <b>2,158,660</b>   | <b>2,098,660</b>       | <b>(60,000)</b>   | <b>2,158,660</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Other Charges                    | 900,934           |                   |                    |                        |                   |                        |
| Other Financing Uses             | 1,110,567         | 1,124,582         | 1,303,083          | 1,100,000              | (203,083)         | 1,100,000              |
| <b>Net Appropriations</b>        | <b>2,011,501</b>  | <b>1,124,582</b>  | <b>1,303,083</b>   | <b>1,100,000</b>       | <b>(203,083)</b>  | <b>1,100,000</b>       |
| Non-General Fund Reserves        | 898,422           | 988,660           | 855,577            | 998,660                | 143,083           | 1,058,660              |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,909,924</b>  | <b>2,113,242</b>  | <b>2,158,660</b>   | <b>2,098,660</b>       | <b>(60,000)</b>   | <b>2,158,660</b>       |

## Capital Projects (8500B) Capital Project Funds

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 83,786            | (64,023)          |                    |                        |                   |                        |
| Intergovernmental Revenues  | 44,727            |                   | 1,427,250          | 2,716,050              | 1,288,800         | 300,000                |
| Charges for Services        | 1,040             | 6,100             | 1,656,653          | 21,509                 | (1,635,144)       | 21,509                 |
| Interfund Revenue           |                   | 16,706            |                    |                        |                   |                        |
| Miscellaneous Revenue       | 25,379            | 25,117            | 4,139              | 4,139                  |                   | 4,139                  |
| Other Financing Sources     | 8,434,282         | 7,381,614         | 29,188,713         | 28,850,721             | (337,992)         | 13,516,366             |
| <b>Total Revenue</b>        | <b>8,589,214</b>  | <b>7,365,513</b>  | <b>32,276,755</b>  | <b>31,592,419</b>      | <b>(684,336)</b>  | <b>13,842,014</b>      |
| Fund Balance                | 2,307,642         | 1,871,558         | 1,829,336          | 1,829,336              |                   | 1,829,336              |
| <b>TOTAL SOURCES</b>        | <b>10,896,856</b> | <b>9,237,071</b>  | <b>34,106,091</b>  | <b>33,421,755</b>      | <b>(684,336)</b>  | <b>15,671,350</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Fixed Assets                | 8,950,177         | 7,407,735         | 34,106,091         | 33,421,755             | (684,336)         | 15,671,350             |
| <b>Net Appropriations</b>   | <b>8,950,177</b>  | <b>7,407,735</b>  | <b>34,106,091</b>  | <b>33,421,755</b>      | <b>(684,336)</b>  | <b>15,671,350</b>      |
| Contingencies/Dept Reserves | 1,946,680         | 1,829,336         |                    |                        |                   |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>10,896,857</b> | <b>9,237,071</b>  | <b>34,106,091</b>  | <b>33,421,755</b>      | <b>(684,336)</b>  | <b>15,671,350</b>      |

**Board of Supervisors (1100B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       | 9,525             | 2,567             |                    |                        |                   |                        |
| <b>Total Revenue</b>        | 9,525             | 2,567             |                    |                        |                   |                        |
| Fund Balance                | 363,880           | 351,835           | 388,315            |                        | (388,315)         |                        |
| <b>TOTAL SOURCES</b>        | 373,405           | 354,402           | 388,315            |                        | (388,315)         |                        |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,556,203         | 2,580,470         | 2,826,656          | 3,189,790              | 363,134           | 3,189,790              |
| Services and Supplies       | 210,991           | 219,758           | 276,083            | 258,695                | (17,388)          | 258,695                |
| Other Charges               | 177,544           | 180,613           | 197,851            | 221,045                | 23,194            | 221,045                |
| <b>Net Appropriations</b>   | 2,944,738         | 2,980,840         | 3,300,590          | 3,669,530              | 368,940           | 3,669,530              |
| Contingencies/Dept Reserves | 164,574           | 110,834           | 182,643            |                        | (182,643)         |                        |
| <b>TOTAL REQUIREMENTS</b>   | 3,109,312         | 3,091,674         | 3,483,233          | 3,669,530              | 186,297           | 3,669,530              |
| <b>NET COUNTY COST</b>      | 2,735,907         | 2,737,272         | 3,094,918          | 3,669,530              | 574,612           | 3,669,530              |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 20.0              | 20.0              | 20.0               | 20.0                   |                   | 20.0                   |
| Funded FTE                  | 20.0              | 20.0              | 20.0               | 20.0                   |                   | 20.0                   |

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

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 138,215           | 128,430           | 13,100             | 13,100                 |                   | 13,100                 |
| Intergovernmental Revenues  |                   |                   |                    | 1,952,586              | 1,952,586         | 1,952,586              |
| Charges for Services        | 190,115           | 217,823           | 208,998            | 70,072                 | (138,926)         | 74,498                 |
| Interfund Revenue           | 206,472           | 221,539           | 232,532            | 180,010                | (52,522)          | 183,509                |
| Miscellaneous Revenue       | 144,457           | 89,897            | 84,450             | 83,950                 | (500)             | 83,950                 |
| Other Financing Sources     | 2,261             | 2,162             | 48,918             | 52,200                 | 3,282             | 52,200                 |
| <b>Total Revenue</b>        | <b>681,520</b>    | <b>659,850</b>    | <b>587,998</b>     | <b>2,351,918</b>       | <b>1,763,920</b>  | <b>2,359,843</b>       |
| Fund Balance                | 1,052,037         | 1,777,770         | 1,925,041          | 1,769,232              | (155,809)         | 1,734,432              |
| <b>TOTAL SOURCES</b>        | <b>1,733,557</b>  | <b>2,437,620</b>  | <b>2,513,039</b>   | <b>4,121,150</b>       | <b>1,608,111</b>  | <b>4,094,275</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 5,350,941         | 5,488,151         | 5,915,984          | 5,872,336              | (43,648)          | 5,915,643              |
| Services and Supplies       | 1,128,872         | 1,107,742         | 2,214,020          | 3,195,647              | 981,627           | 3,187,888              |
| Other Charges               | 1,784,056         | 1,822,783         | 963,280            | 830,162                | (133,118)         | 813,071                |
| Fixed Assets                |                   | 32,351            | 10,000             | 10,000                 |                   | 10,000                 |
| <b>Gross Appropriations</b> | <b>8,263,869</b>  | <b>8,451,027</b>  | <b>9,103,284</b>   | <b>9,908,145</b>       | <b>804,861</b>    | <b>9,926,602</b>       |
| Intrafund Transfers         | (619,484)         | (646,551)         | (677,058)          | (588,012)              | 89,046            | (633,344)              |
| <b>Net Appropriations</b>   | <b>7,644,385</b>  | <b>7,804,476</b>  | <b>8,426,226</b>   | <b>9,320,133</b>       | <b>893,907</b>    | <b>9,293,258</b>       |
| Contingencies/Dept Reserves | 565,488           | 683,250           | 1,295,169          | 1,228,440              | (66,729)          | 1,228,440              |
| <b>TOTAL REQUIREMENTS</b>   | <b>8,209,873</b>  | <b>8,487,726</b>  | <b>9,721,395</b>   | <b>10,548,573</b>      | <b>827,178</b>    | <b>10,521,698</b>      |
| <b>NET COUNTY COST</b>      | <b>6,476,316</b>  | <b>6,050,106</b>  | <b>7,208,356</b>   | <b>6,427,423</b>       | <b>(780,933)</b>  | <b>6,427,423</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 40.0              | 40.0              | 38.0               | 38.0                   |                   | 38.0                   |
| Funded FTE                  | 39.5              | 39.5              | 38.8               | 38.0                   | (0.8)             | 38.0                   |

**County Management (1210P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 120,426           | 120,426           |                    |                        |                   |                        |
| Intergovernmental Revenues  |                   |                   |                    | 1,952,586              | 1,952,586         | 1,952,586              |
| Interfund Revenue           | 81,113            | 118,190           | 122,801            | 72,801                 | (50,000)          | 72,801                 |
| Miscellaneous Revenue       | 5,633             | 2,910             |                    |                        |                   |                        |
| Other Financing Sources     |                   |                   | 46,718             | 50,000                 | 3,282             | 50,000                 |
| <b>Total Revenue</b>        | <b>207,172</b>    | <b>241,526</b>    | <b>169,519</b>     | <b>2,075,387</b>       | <b>1,905,868</b>  | <b>2,075,387</b>       |
| Fund Balance                | 938,327           | 1,264,431         | 1,387,472          | 1,416,227              | 28,755            | 1,416,227              |
| <b>TOTAL SOURCES</b>        | <b>1,145,499</b>  | <b>1,505,957</b>  | <b>1,556,991</b>   | <b>3,491,614</b>       | <b>1,934,623</b>  | <b>3,491,614</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,921,062         | 3,079,106         | 3,334,806          | 3,272,453              | (62,353)          | 3,289,544              |
| Services and Supplies       | 451,033           | 467,790           | 1,195,490          | 2,589,173              | 1,393,683         | 2,589,173              |
| Other Charges               | 1,531,490         | 1,581,106         | 710,597            | 577,064                | (133,533)         | 559,973                |
| Fixed Assets                |                   |                   | 10,000             | 10,000                 |                   | 10,000                 |
| <b>Gross Appropriations</b> | <b>4,903,585</b>  | <b>5,128,002</b>  | <b>5,250,893</b>   | <b>6,448,690</b>       | <b>1,197,797</b>  | <b>6,448,690</b>       |
| Intrafund Transfers         | (189,477)         | (131,818)         | (185,153)          | (45,000)               | 140,153           | (45,000)               |
| <b>Net Appropriations</b>   | <b>4,714,108</b>  | <b>4,996,184</b>  | <b>5,065,740</b>   | <b>6,403,690</b>       | <b>1,337,950</b>  | <b>6,403,690</b>       |
| Contingencies/Dept Reserves | 464,278           | 594,914           | 1,118,106          | 1,118,106              |                   | 1,118,106              |
| <b>TOTAL REQUIREMENTS</b>   | <b>5,178,386</b>  | <b>5,591,098</b>  | <b>6,183,846</b>   | <b>7,521,796</b>       | <b>1,337,950</b>  | <b>7,521,796</b>       |
| <b>NET COUNTY COST</b>      | <b>4,032,887</b>  | <b>4,085,141</b>  | <b>4,626,855</b>   | <b>4,030,182</b>       | <b>(596,673)</b>  | <b>4,030,182</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 17.0              | 17.0              | 16.0               | 17.0                   | 1.0               | 17.0                   |
| Funded FTE                  | 17.0              | 17.0              | 16.7               | 17.0                   | 0.3               | 17.0                   |

## Intergovernmental Affairs (1214P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 133,959           | 143,491           | 139,925            |                        | (139,925)         |                        |
| Interfund Revenue           | 20,000            |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       | 58,600            |                   | 500                |                        | (500)             |                        |
| <b>Total Revenue</b>        | <b>212,558</b>    | <b>143,491</b>    | <b>140,425</b>     |                        | <b>(140,425)</b>  |                        |
| Fund Balance                | 88,231            | 456,288           | 391,791            | 207,871                | (183,920)         | 207,871                |
| <b>TOTAL SOURCES</b>        | <b>300,789</b>    | <b>599,779</b>    | <b>532,216</b>     | <b>207,871</b>         | <b>(324,345)</b>  | <b>207,871</b>         |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 791,367           | 720,578           | 789,801            | 844,756                | 54,955            | 844,909                |
| Services and Supplies       | 229,857           | 167,677           | 565,159            | 220,882                | (344,277)         | 220,729                |
| Other Charges               | 31,138            | 6,814             | 2,557              | 3,931                  | 1,374             | 3,931                  |
| Fixed Assets                |                   | 32,351            |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | <b>1,052,362</b>  | <b>927,419</b>    | <b>1,357,517</b>   | <b>1,069,569</b>       | <b>(287,948)</b>  | <b>1,069,569</b>       |
| Intrafund Transfers         | (62,758)          | (74,250)          | (52,326)           | (139,491)              | (87,165)          | (139,491)              |
| <b>Net Appropriations</b>   | <b>989,604</b>    | <b>853,169</b>    | <b>1,305,191</b>   | <b>930,078</b>         | <b>(375,113)</b>  | <b>930,078</b>         |
| Contingencies/Dept Reserves | 80,731            | 31,285            | 31,285             |                        | (31,285)          |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,070,335</b>  | <b>884,454</b>    | <b>1,336,476</b>   | <b>930,078</b>         | <b>(406,398)</b>  | <b>930,078</b>         |
| <b>NET COUNTY COST</b>      | <b>769,546</b>    | <b>284,675</b>    | <b>804,260</b>     | <b>722,207</b>         | <b>(82,053)</b>   | <b>722,207</b>         |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |
| Funded FTE                  | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |

**Clerk of the Board (1215P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 30,983            | 44,739            | 38,250             | 38,250                 |                   | 38,250                 |
| Miscellaneous Revenue       | 202               |                   |                    |                        |                   |                        |
| <b>Total Revenue</b>        | 31,185            | 44,739            | 38,250             | 38,250                 |                   | 38,250                 |
| Fund Balance                |                   | 47,696            | 110,334            | 110,334                |                   | 110,334                |
| <b>TOTAL SOURCES</b>        | 31,185            | 92,435            | 148,584            | 148,584                |                   | 148,584                |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 339,670           | 336,901           | 351,743            | 353,581                | 1,838             | 361,187                |
| Services and Supplies       | 53,898            | 66,510            | 101,441            | 58,938                 | (42,503)          | 51,332                 |
| Other Charges               | 19,268            | 15,696            | 18,307             | 11,328                 | (6,979)           | 11,328                 |
| <b>Net Appropriations</b>   | 412,836           | 419,107           | 471,491            | 423,847                | (47,644)          | 423,847                |
| Contingencies/Dept Reserves |                   | 47,696            | 110,334            | 110,334                |                   | 110,334                |
| <b>TOTAL REQUIREMENTS</b>   | 412,836           | 466,803           | 581,825            | 534,181                | (47,644)          | 534,181                |
| <b>NET COUNTY COST</b>      | 381,650           | 374,368           | 433,241            | 385,597                | (47,644)          | 385,597                |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 3.0               | 3.0               | 3.0                | 3.0                    |                   | 3.0                    |
| Funded FTE                  | 3.0               | 3.0               | 3.0                | 3.0                    |                   | 3.0                    |

## Shared Services (1250P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 17,789            | 8,003             | 13,100             | 13,100                 |                   | 13,100                 |
| Charges for Services        | 25,173            | 29,593            | 30,823             | 31,822                 | 999               | 36,248                 |
| Interfund Revenue           | 105,358           | 103,349           | 109,731            | 107,209                | (2,522)           | 110,708                |
| Miscellaneous Revenue       | 80,023            | 86,987            | 83,950             | 83,950                 |                   | 83,950                 |
| Other Financing Sources     | 2,261             | 2,162             | 2,200              | 2,200                  |                   | 2,200                  |
| <b>Total Revenue</b>        | <b>230,604</b>    | <b>230,094</b>    | <b>239,804</b>     | <b>238,281</b>         | <b>(1,523)</b>    | <b>246,206</b>         |
| Fund Balance                | 25,479            | 9,355             | 35,444             | 34,800                 | (644)             |                        |
| <b>TOTAL SOURCES</b>        | <b>256,083</b>    | <b>239,449</b>    | <b>275,248</b>     | <b>273,081</b>         | <b>(2,167)</b>    | <b>246,206</b>         |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 1,298,842         | 1,351,567         | 1,439,634          | 1,401,546              | (38,088)          | 1,420,003              |
| Services and Supplies       | 394,084           | 405,764           | 351,930            | 326,654                | (25,276)          | 326,654                |
| Other Charges               | 202,160           | 219,168           | 231,819            | 237,839                | 6,020             | 237,839                |
| <b>Gross Appropriations</b> | <b>1,895,086</b>  | <b>1,976,499</b>  | <b>2,023,383</b>   | <b>1,966,039</b>       | <b>(57,344)</b>   | <b>1,984,496</b>       |
| Intrafund Transfers         | (367,249)         | (440,483)         | (439,579)          | (403,521)              | 36,058            | (448,853)              |
| <b>Net Appropriations</b>   | <b>1,527,837</b>  | <b>1,536,016</b>  | <b>1,583,804</b>   | <b>1,562,518</b>       | <b>(21,286)</b>   | <b>1,535,643</b>       |
| Contingencies/Dept Reserves | 20,479            | 9,355             | 35,444             |                        | (35,444)          |                        |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,548,316</b>  | <b>1,545,371</b>  | <b>1,619,248</b>   | <b>1,562,518</b>       | <b>(56,730)</b>   | <b>1,535,643</b>       |
| <b>NET COUNTY COST</b>      | <b>1,292,233</b>  | <b>1,305,922</b>  | <b>1,344,000</b>   | <b>1,289,437</b>       | <b>(54,563)</b>   | <b>1,289,437</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 15.0              | 15.0              | 14.0               | 13.0                   | (1.0)             | 13.0                   |
| <b>Funded FTE</b>           | 14.5              | 14.5              | 14.1               | 13.0                   | (1.1)             | 13.0                   |



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

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Intergovernmental Revenues  | 348,678           | 282,790           |                    |                        |                    |                        |
| Charges for Services        | 11,486,625        | 10,839,358        | 9,476,556          | 9,193,130              | (283,426)          | 9,321,220              |
| Miscellaneous Revenue       | 11,025            | 80,637            | 8,000              | 5,700                  | (2,300)            | 5,700                  |
| <b>Total Revenue</b>        | <b>11,846,327</b> | <b>11,202,785</b> | <b>9,484,556</b>   | <b>9,198,830</b>       | <b>(285,726)</b>   | <b>9,326,920</b>       |
| Fund Balance                | 544,410           | 536,789           | 1,222,009          | 1,425,782              | 203,773            | 1,012,772              |
| <b>TOTAL SOURCES</b>        | <b>12,390,737</b> | <b>11,739,574</b> | <b>10,706,565</b>  | <b>10,624,612</b>      | <b>(81,953)</b>    | <b>10,339,692</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 14,847,145        | 14,411,779        | 14,801,689         | 14,656,402             | (145,287)          | 15,967,421             |
| Services and Supplies       | 6,997,680         | 5,182,372         | 4,577,349          | 3,182,080              | (1,395,269)        | 4,586,102              |
| Other Charges               | 1,962,858         | 2,012,776         | 2,160,095          | 2,100,268              | (59,827)           | 2,082,753              |
| Fixed Assets                |                   | 19,756            |                    |                        |                    |                        |
| <b>Gross Appropriations</b> | <b>23,807,683</b> | <b>21,626,683</b> | <b>21,539,133</b>  | <b>19,938,750</b>      | <b>(1,600,383)</b> | <b>22,636,276</b>      |
| Intrafund Transfers         | (3,476,110)       |                   | (3,176,657)        | (952,770)              | 2,223,887          | (3,830,346)            |
| <b>Net Appropriations</b>   | <b>20,331,573</b> | <b>21,626,683</b> | <b>18,362,476</b>  | <b>18,985,980</b>      | <b>623,504</b>     | <b>18,805,930</b>      |
| Contingencies/Dept Reserves |                   |                   | 1,103,009          | 604,870                | (498,139)          | 500,000                |
| <b>TOTAL REQUIREMENTS</b>   | <b>20,331,573</b> | <b>21,626,683</b> | <b>19,465,485</b>  | <b>19,590,850</b>      | <b>125,365</b>     | <b>19,305,930</b>      |
| <b>NET COUNTY COST</b>      | <b>7,940,836</b>  | <b>9,887,109</b>  | <b>8,758,920</b>   | <b>8,966,238</b>       | <b>207,318</b>     | <b>8,966,238</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>    | <b>124.0</b>      | <b>119.0</b>      | <b>113.0</b>       | <b>112.0</b>           | <b>(1.0)</b>       | <b>112.0</b>           |
| <b>Funded FTE</b>           | <b>123.7</b>      | <b>119.0</b>      | <b>113.2</b>       | <b>111.9</b>           | <b>(1.3)</b>       | <b>111.9</b>           |

## Appraisal Services (1310P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 4,366,121         | 4,611,602         | 4,522,000          | 3,925,000              | (597,000)         | 3,925,000              |
| Miscellaneous Revenue       | 7,462             | 58,250            | 5,000              | 2,000                  | (3,000)           | 2,000                  |
| <b>Total Revenue</b>        | <b>4,373,582</b>  | <b>4,669,852</b>  | <b>4,527,000</b>   | <b>3,927,000</b>       | <b>(600,000)</b>  | <b>3,927,000</b>       |
| Fund Balance                | 109,413           | 536,789           | 972,009            | 1,425,782              | 453,773           | 1,012,772              |
| <b>TOTAL SOURCES</b>        | <b>4,482,995</b>  | <b>5,206,641</b>  | <b>5,499,009</b>   | <b>5,352,782</b>       | <b>(146,227)</b>  | <b>4,939,772</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 7,834,715         | 7,765,184         | 8,194,913          | 8,786,417              | 591,504           | 8,873,206              |
| Services and Supplies       | 537,789           | 549,773           | 581,336            | 417,981                | (163,355)         | 396,968                |
| Other Charges               | 1,009,506         | 1,155,842         | 1,163,298          | 1,182,450              | 19,152            | 1,164,935              |
| Fixed Assets                |                   | 19,756            |                    |                        |                   |                        |
| <b>Net Appropriations</b>   | <b>9,382,010</b>  | <b>9,490,554</b>  | <b>9,939,547</b>   | <b>10,386,848</b>      | <b>447,301</b>    | <b>10,435,109</b>      |
| Contingencies/Dept Reserves |                   |                   | 853,009            | 364,870                | (488,139)         | 260,000                |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,382,010</b>  | <b>9,490,554</b>  | <b>10,792,556</b>  | <b>10,751,718</b>      | <b>(40,838)</b>   | <b>10,695,109</b>      |
| <b>NET COUNTY COST</b>      | <b>4,899,015</b>  | <b>4,283,914</b>  | <b>5,293,547</b>   | <b>5,398,936</b>       | <b>105,389</b>    | <b>5,755,337</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 76.0              | 75.0              | 72.0               | 72.0                   |                   | 72.0                   |
| <b>Funded FTE</b>           | 76.0              | 75.0              | 72.0               | 71.9                   | (0.1)             | 71.9                   |

**Administration and Support (1320P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 557,754           | 428,425           | 306,193            | 325,450                | 19,257            | 326,767                |
| <b>TOTAL SOURCES</b>        | 557,754           | 428,425           | 306,193            | 325,450                | 19,257            | 326,767                |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 1,389,415         | 1,439,995         | 1,192,584          | 1,222,877              | 30,293            | 1,231,202              |
| Services and Supplies       | 28,188            | 23,579            | 30,500             | 44,700                 | 14,200            | 39,700                 |
| Other Charges               | 7,302             | 8,145             | 7,517              | 6,024                  | (1,493)           | 6,024                  |
| <b>TOTAL REQUIREMENTS</b>   | 1,424,905         | 1,471,719         | 1,230,601          | 1,273,601              | 43,000            | 1,276,926              |
| <b>NET COUNTY COST</b>      | 867,151           | 1,043,294         | 924,408            | 948,151                | 23,743            | 950,159                |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 12.0              | 10.0              | 8.0                | 8.0                    |                   | 8.0                    |
| Funded FTE                  | 11.7              | 10.0              | 8.2                | 8.0                    | (0.2)             | 8.0                    |

## Elections (1330P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Intergovernmental Revenues  | 348,678           | 282,790           |                    |                        |                    |                        |
| Charges for Services        | 2,471,156         | 2,034,645         | 2,358,604          | 1,505,230              | (853,374)          | 1,649,121              |
| Miscellaneous Revenue       | (441)             | 20,082            | 1,000              | 2,500                  | 1,500              | 2,500                  |
| <b>Total Revenue</b>        | <b>2,819,392</b>  | <b>2,337,517</b>  | <b>2,359,604</b>   | <b>1,507,730</b>       | <b>(851,874)</b>   | <b>1,651,621</b>       |
| Fund Balance                | 434,997           |                   |                    |                        |                    |                        |
| <b>TOTAL SOURCES</b>        | <b>3,254,389</b>  | <b>2,337,517</b>  | <b>2,359,604</b>   | <b>1,507,730</b>       | <b>(851,874)</b>   | <b>1,651,621</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 3,511,763         | 3,161,965         | 3,357,670          | 2,544,017              | (813,653)          | 3,737,460              |
| Services and Supplies       | 5,721,569         | 3,891,438         | 3,252,357          | 1,949,230              | (1,303,127)        | 3,615,878              |
| Other Charges               | 269,119           | 247,405           | 346,120            | 258,651                | (87,469)           | 258,651                |
| <b>Gross Appropriations</b> | <b>9,502,452</b>  | <b>7,300,808</b>  | <b>6,956,147</b>   | <b>4,751,898</b>       | <b>(2,204,249)</b> | <b>7,611,989</b>       |
| Intrafund Transfers         | (3,476,110)       |                   | (2,534,676)        | (952,770)              | 1,581,906          | (3,830,346)            |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,026,342</b>  | <b>7,300,808</b>  | <b>4,421,471</b>   | <b>3,799,128</b>       | <b>(622,343)</b>   | <b>3,781,643</b>       |
| <b>NET COUNTY COST</b>      | <b>2,771,952</b>  | <b>4,963,291</b>  | <b>2,061,867</b>   | <b>2,291,398</b>       | <b>229,531</b>     | <b>2,130,022</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 12.0              | 12.0              | 11.0               | 11.0                   |                    | 11.0                   |
| Funded FTE                  | 12.0              | 12.0              | 11.0               | 11.0                   |                    | 11.0                   |

**County Clerk-Recorder (1340P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 4,091,594         | 3,764,686         | 2,289,759          | 3,437,450              | 1,147,691         | 3,420,332              |
| Miscellaneous Revenue       | 4,004             | 2,305             | 2,000              | 1,200                  | (800)             | 1,200                  |
| <b>Total Revenue</b>        | <b>4,095,598</b>  | <b>3,766,992</b>  | <b>2,291,759</b>   | <b>3,438,650</b>       | <b>1,146,891</b>  | <b>3,421,532</b>       |
| Fund Balance                |                   |                   | 250,000            |                        | (250,000)         |                        |
| <b>TOTAL SOURCES</b>        | <b>4,095,598</b>  | <b>3,766,992</b>  | <b>2,541,759</b>   | <b>3,438,650</b>       | <b>896,891</b>    | <b>3,421,532</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,111,251         | 2,044,636         | 2,056,522          | 2,103,091              | 46,569            | 2,125,553              |
| Services and Supplies       | 710,134           | 717,582           | 713,156            | 770,169                | 57,013            | 533,556                |
| Other Charges               | 676,931           | 601,384           | 643,160            | 653,143                | 9,983             | 653,143                |
| <b>Gross Appropriations</b> | <b>3,498,316</b>  | <b>3,363,601</b>  | <b>3,412,838</b>   | <b>3,526,403</b>       | <b>113,565</b>    | <b>3,312,252</b>       |
| Intrafund Transfers         |                   |                   | (641,981)          |                        | 641,981           |                        |
| <b>Net Appropriations</b>   | <b>3,498,316</b>  | <b>3,363,601</b>  | <b>2,770,857</b>   | <b>3,526,403</b>       | <b>755,546</b>    | <b>3,312,252</b>       |
| Contingencies/Dept Reserves |                   |                   | 250,000            | 240,000                | (10,000)          | 240,000                |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,498,316</b>  | <b>3,363,601</b>  | <b>3,020,857</b>   | <b>3,766,403</b>       | <b>745,546</b>    | <b>3,552,252</b>       |
| <b>NET COUNTY COST</b>      | <b>(597,283)</b>  | <b>(403,391)</b>  | <b>479,098</b>     | <b>327,753</b>         | <b>(151,345)</b>  | <b>130,720</b>         |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>24.0</b>       | <b>22.0</b>       | <b>22.0</b>        | <b>21.0</b>            | <b>(1.0)</b>      | <b>21.0</b>            |
| <b>Funded FTE</b>           | <b>24.0</b>       | <b>22.0</b>       | <b>22.0</b>        | <b>21.0</b>            | <b>(1.0)</b>      | <b>21.0</b>            |

**Controller's Office (1400B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   |                   | 109               |                    |                        |                   |                        |
| Charges for Services        | 1,233,251         | 1,210,487         | 1,319,720          | 1,486,235              | 166,515           | 1,486,235              |
| Interfund Revenue           | 141,448           | 133,168           | 124,593            | 172,317                | 47,724            | 172,317                |
| Miscellaneous Revenue       | 13,040            | 40,167            |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>1,387,739</b>  | <b>1,383,931</b>  | <b>1,444,313</b>   | <b>1,658,552</b>       | <b>214,239</b>    | <b>1,658,552</b>       |
| Fund Balance                | 1,003,339         | 1,070,823         | 1,022,394          | 1,009,162              | (13,232)          | 893,889                |
| <b>TOTAL SOURCES</b>        | <b>2,391,078</b>  | <b>2,454,754</b>  | <b>2,466,707</b>   | <b>2,667,714</b>       | <b>201,007</b>    | <b>2,552,441</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 4,568,075         | 4,971,062         | 5,355,779          | 5,575,088              | 219,309           | 5,672,860              |
| Services and Supplies       | 332,912           | 498,322           | 504,567            | 261,046                | (243,521)         | 261,046                |
| Other Charges               | 1,005,261         | 2,233,912         | 2,812,838          | 2,161,215              | (651,623)         | 2,161,215              |
| Fixed Assets                | 10,024            |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | <b>5,916,273</b>  | <b>7,703,296</b>  | <b>8,673,184</b>   | <b>7,997,349</b>       | <b>(675,835)</b>  | <b>8,095,121</b>       |
| Intrafund Transfers         | (71,865)          | (158,627)         | (826,900)          | (17,743)               | 809,157           | (17,743)               |
| <b>Net Appropriations</b>   | <b>5,844,408</b>  | <b>7,544,669</b>  | <b>7,846,284</b>   | <b>7,979,606</b>       | <b>133,322</b>    | <b>8,077,378</b>       |
| Contingencies/Dept Reserves | 612,896           | 423,931           | 751,230            | 754,998                | 3,768             | 541,953                |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,457,304</b>  | <b>7,968,600</b>  | <b>8,597,514</b>   | <b>8,734,604</b>       | <b>137,090</b>    | <b>8,619,331</b>       |
| <b>NET COUNTY COST</b>      | <b>4,066,225</b>  | <b>5,513,846</b>  | <b>6,130,807</b>   | <b>6,066,890</b>       | <b>(63,917)</b>   | <b>6,066,890</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 44.0              | 45.0              | 45.0               | 42.0                   | (3.0)             | 42.0                   |
| <b>Funded FTE</b>           | 43.0              | 43.6              | 43.6               | 42.0                   | (1.6)             | 42.0                   |

**Administration (1411P)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 4,800             |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       |                   | 12,520            |                    |                        |                   |                        |
| <b>Total Revenue</b>        | 4,800             | 12,520            |                    |                        |                   |                        |
| Fund Balance                | 527,866           | 646,892           | 610,046            | 566,814                | (43,232)          | 451,541                |
| <b>TOTAL SOURCES</b>        | 532,666           | 659,412           | 610,046            | 566,814                | (43,232)          | 451,541                |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 1,011,620         | 1,083,481         | 1,105,298          | 1,186,527              | 81,229            | 1,199,793              |
| Services and Supplies       | 211,146           | 200,211           | 247,991            | 210,544                | (37,447)          | 210,544                |
| Other Charges               | 216,838           | 560,890           | 232,488            | 204,039                | (28,449)          | 204,039                |
| <b>Net Appropriations</b>   | 1,439,604         | 1,844,581         | 1,585,777          | 1,601,110              | 15,333            | 1,614,376              |
| Contingencies/Dept Reserves | 153,398           |                   | 345,882            | 312,650                | (33,232)          | 99,605                 |
| <b>TOTAL REQUIREMENTS</b>   | 1,593,002         | 1,844,581         | 1,931,659          | 1,913,760              | (17,899)          | 1,713,981              |
| <b>NET COUNTY COST</b>      | 1,060,336         | 1,185,169         | 1,321,613          | 1,346,946              | 25,333            | 1,262,440              |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 7.0               | 7.0               | 7.0                | 7.0                    |                   | 7.0                    |
| Funded FTE                  | 7.0               | 6.8               | 6.8                | 7.0                    | 0.2               | 7.0                    |

## Internal Audit (1421P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 40,708            | 18,670            | 35,200             | 38,648                 | 3,448             | 38,648                 |
| Interfund Revenue           | 71,466            | 61,300            | 47,800             | 69,639                 | 21,839            | 69,639                 |
| Miscellaneous Revenue       |                   | 19,939            |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>        | 112,174           | 99,909            | 83,000             | 108,287                | 25,287            | 108,287                |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 792,243           | 981,528           | 1,288,288          | 1,298,965              | 10,677            | 1,334,733              |
| Services and Supplies       | 33,072            | 125,884           | 33,224             | 29,403                 | (3,821)           | 29,403                 |
| Other Charges               | 93,003            | 100               | 95,125             | 94,925                 | (200)             | 94,925                 |
| <b>Gross Appropriations</b> | 918,318           | 1,107,511         | 1,416,637          | 1,423,293              | 6,656             | 1,459,061              |
| Intrafund Transfers         |                   |                   | (7,800)            | (17,743)               | (9,943)           | (17,743)               |
| <b>TOTAL REQUIREMENTS</b>   | 918,318           | 1,107,511         | 1,408,837          | 1,405,550              | (3,287)           | 1,441,318              |
| <b>NET COUNTY COST</b>      | 806,144           | 1,007,602         | 1,325,837          | 1,297,263              | (28,574)          | 1,333,031              |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 10.0              | 10.0              | 10.0               | 9.0                    | (1.0)             | 9.0                    |
| Funded FTE                  | 9.5               | 9.5               | 9.5                | 9.0                    | (0.5)             | 9.0                    |



**Payroll Services (1431P)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   |                   | 109               |                    |                        |                   |                        |
| Charges for Services        |                   | 1,756             |                    |                        |                   |                        |
| Interfund Revenue           |                   |                   | 5,320              | 5,850                  | 530               | 5,850                  |
| <b>TOTAL SOURCES</b>        |                   | 1,865             | 5,320              | 5,850                  | 530               | 5,850                  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 672,710           | 684,378           | 633,924            | 675,459                | 41,535            | 689,226                |
| Services and Supplies       | 60,614            | 40,276            | 9,405              | 3,485                  | (5,920)           | 3,485                  |
| Other Charges               | 496,548           | 1,621,217         | 2,238,432          | 1,598,432              | (640,000)         | 1,598,432              |
| <b>Gross Appropriations</b> | 1,229,872         | 2,345,871         | 2,881,761          | 2,277,376              | (604,385)         | 2,291,143              |
| Intrafund Transfers         | (71,865)          | (80,210)          | (640,000)          |                        | 640,000           |                        |
| <b>TOTAL REQUIREMENTS</b>   | 1,158,007         | 2,265,661         | 2,241,761          | 2,277,376              | 35,615            | 2,291,143              |
| <b>NET COUNTY COST</b>      | 1,158,007         | 2,263,796         | 2,236,441          | 2,271,526              | 35,085            | 2,285,293              |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 6.0               | 6.0               | 6.0                | 6.0                    |                   | 6.0                    |
| <b>Funded FTE</b>           | 6.0               | 5.9               | 5.9                | 6.0                    | 0.1               | 6.0                    |

## Controller Information Systems (1432P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Fund Balance                |                   |                   | 45,997             | 75,997                 | 30,000            | 75,997                 |
| <b>TOTAL SOURCES</b>        |                   |                   | 45,997             | 75,997                 | 30,000            | 75,997                 |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 608,800           | 559,990           | 645,567            | 701,674                | 56,107            | 710,850                |
| Services and Supplies       | 25,582            | 20,214            | 194,517            | 15,614                 | (178,903)         | 15,614                 |
| Other Charges               | 37,504            | 2,610             | 51,465             | 51,151                 | (314)             | 51,151                 |
| Fixed Assets                | 10,024            |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | 681,912           | 582,814           | 891,549            | 768,439                | (123,110)         | 777,615                |
| Intrafund Transfers         |                   | (78,417)          | (175,000)          |                        | 175,000           |                        |
| <b>Net Appropriations</b>   | 681,912           | 504,397           | 716,549            | 768,439                | 51,890            | 777,615                |
| Contingencies/Dept Reserves |                   |                   | 55,997             | 75,997                 | 20,000            | 75,997                 |
| <b>TOTAL REQUIREMENTS</b>   | 681,912           | 504,397           | 772,546            | 844,436                | 71,890            | 853,612                |
| <b>NET COUNTY COST</b>      | 681,912           | 504,397           | 726,549            | 768,439                | 41,890            | 777,615                |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |
| Funded FTE                  | 5.0               | 5.0               | 5.0                | 5.0                    |                   | 5.0                    |

**General Accounting (1441P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 4,500             | 5,667             |                    |                        |                   |                        |
| Interfund Revenue           | 69,982            | 71,868            | 71,473             | 96,828                 | 25,355            | 96,828                 |
| Miscellaneous Revenue       | 7,346             | 120               |                    |                        |                   |                        |
| <b>TOTAL SOURCES</b>        | <b>81,829</b>     | <b>77,656</b>     | <b>71,473</b>      | <b>96,828</b>          | <b>25,355</b>     | <b>96,828</b>          |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 602,716           | 797,564           | 841,735            | 899,697                | 57,962            | 920,459                |
| Services and Supplies       | 1,496             | 30,764            | 1,775              | 1,500                  | (275)             | 1,500                  |
| Other Charges               | 86,730            | 10,606            | 80,714             | 97,883                 | 17,169            | 97,883                 |
| <b>TOTAL REQUIREMENTS</b>   | <b>690,941</b>    | <b>838,934</b>    | <b>924,224</b>     | <b>999,080</b>         | <b>74,856</b>     | <b>1,019,842</b>       |
| <b>NET COUNTY COST</b>      | <b>609,113</b>    | <b>761,279</b>    | <b>852,751</b>     | <b>902,252</b>         | <b>49,501</b>     | <b>923,014</b>         |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 8.0               | 9.0               | 9.0                | 8.0                    | (1.0)             | 8.0                    |
| Funded FTE                  | 7.5               | 8.5               | 8.5                | 8.0                    | (0.5)             | 8.0                    |

## Property Tax/Special Accounting (1461P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 1,183,243         | 1,184,394         | 1,284,520          | 1,447,587              | 163,067           | 1,447,587              |
| Miscellaneous Revenue       | 5,694             | 7,587             |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>1,188,937</b>  | <b>1,191,981</b>  | <b>1,284,520</b>   | <b>1,447,587</b>       | <b>163,067</b>    | <b>1,447,587</b>       |
| Fund Balance                | 475,473           | 423,931           | 366,351            | 366,351                |                   | 366,351                |
| <b>TOTAL SOURCES</b>        | <b>1,664,410</b>  | <b>1,615,912</b>  | <b>1,650,871</b>   | <b>1,813,938</b>       | <b>163,067</b>    | <b>1,813,938</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 879,987           | 864,122           | 840,967            | 812,766                | (28,201)          | 817,799                |
| Services and Supplies       | 1,003             | 80,973            | 17,655             | 500                    | (17,155)          | 500                    |
| Other Charges               | 74,637            | 38,488            | 114,614            | 114,785                | 171               | 114,785                |
| <b>Gross Appropriations</b> | <b>955,626</b>    | <b>983,584</b>    | <b>973,236</b>     | <b>928,051</b>         | <b>(45,185)</b>   | <b>933,084</b>         |
| Intrafund Transfers         |                   |                   | (4,100)            |                        | 4,100             |                        |
| <b>Net Appropriations</b>   | <b>955,626</b>    | <b>983,584</b>    | <b>969,136</b>     | <b>928,051</b>         | <b>(41,085)</b>   | <b>933,084</b>         |
| Contingencies/Dept Reserves | 459,498           | 423,931           | 349,351            | 366,351                | 17,000            | 366,351                |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,415,124</b>  | <b>1,407,515</b>  | <b>1,318,487</b>   | <b>1,294,402</b>       | <b>(24,085)</b>   | <b>1,299,435</b>       |
| <b>NET COUNTY COST</b>      | <b>(249,286)</b>  | <b>(208,397)</b>  | <b>(332,384)</b>   | <b>(519,536)</b>       | <b>(187,152)</b>  | <b>(514,503)</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>8.0</b>        | <b>8.0</b>        | <b>8.0</b>         | <b>7.0</b>             | <b>(1.0)</b>      | <b>7.0</b>             |
| <b>Funded FTE</b>           | <b>8.0</b>        | <b>7.9</b>        | <b>7.9</b>         | <b>7.0</b>             | <b>(0.9)</b>      | <b>7.0</b>             |

**Treasurer - Tax Collector (1500B)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                                  | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 5,596              | 8,768              | 3,650              | 3,650                  |                   | 3,650                  |
| Use of Money and Property        | 40,448             | 35,900             | 30,000             | 30,000                 |                   | 30,000                 |
| Charges for Services             | 5,185,623          | 5,101,908          | 3,911,434          | 3,911,434              |                   | 3,911,434              |
| Interfund Revenue                | 654,512            | 572,681            | 631,000            | 631,000                |                   | 631,000                |
| Miscellaneous Revenue            | 119,976            | 150,933            | 81,500             | 81,500                 |                   | 81,500                 |
| <b>Total Revenue</b>             | <b>6,006,155</b>   | <b>5,870,190</b>   | <b>4,657,584</b>   | <b>4,657,584</b>       |                   | <b>4,657,584</b>       |
| Fund Balance                     | 3,864,733          | 4,436,123          | 4,607,149          | 3,961,096              | (646,053)         | 3,961,096              |
| <b>TOTAL SOURCES</b>             | <b>9,870,888</b>   | <b>10,306,313</b>  | <b>9,264,733</b>   | <b>8,618,680</b>       | <b>(646,053)</b>  | <b>8,618,680</b>       |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits            | 5,910,336          | 6,155,246          | 7,365,433          | 7,592,079              | 226,646           | 7,674,488              |
| Services and Supplies            | 1,593,144          | 1,451,999          | 3,922,856          | 2,605,454              | (1,317,402)       | 2,605,454              |
| Other Charges                    | 1,057,803          | 954,786            | 1,001,508          | 1,068,783              | 67,275            | 1,068,783              |
| Fixed Assets                     | 26,172             | 6,481              |                    | 80,000                 | 80,000            | 80,000                 |
| <b>Gross Appropriations</b>      | <b>8,587,455</b>   | <b>8,568,512</b>   | <b>12,289,797</b>  | <b>11,346,316</b>      | <b>(943,481)</b>  | <b>11,428,725</b>      |
| Intrafund Transfers              | (2,894,235)        | (2,780,990)        | (2,979,938)        | (2,979,938)            |                   | (2,979,938)            |
| <b>Net Appropriations</b>        | <b>5,693,220</b>   | <b>5,787,522</b>   | <b>9,309,859</b>   | <b>8,366,378</b>       | <b>(943,481)</b>  | <b>8,448,787</b>       |
| Contingencies/Dept Reserves      | 1,776,121          | 1,675,205          | 1,060,848          | 1,465,678              | 404,830           | 1,383,269              |
| <b>TOTAL REQUIREMENTS</b>        | <b>7,469,341</b>   | <b>7,462,727</b>   | <b>10,370,707</b>  | <b>9,832,056</b>       | <b>(538,651)</b>  | <b>9,832,056</b>       |
| <b>NET COUNTY COST</b>           | <b>(2,401,547)</b> | <b>(2,843,587)</b> | <b>1,105,974</b>   | <b>1,213,376</b>       | <b>107,402</b>    | <b>1,213,376</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                        |                   |                        |
| Salary Resolution                | 65.0               | 67.0               | 63.0               | 63.0                   |                   | 63.0                   |
| Funded FTE                       | 63.8               | 67.0               | 65.0               | 63.0                   | (2.0)             | 63.0                   |

## Tax Collector (1510P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                        |                   |                        |
| Licenses, Permits and Franchises | 5,596             | 8,768             | 3,650              | 3,650                  |                   | 3,650                  |
| Charges for Services             | 1,663,134         | 1,732,908         | 1,164,474          | 1,164,474              |                   | 1,164,474              |
| Miscellaneous Revenue            | 58,387            | 67,424            | 56,000             | 56,000                 |                   | 56,000                 |
| <b>Total Revenue</b>             | <b>1,727,118</b>  | <b>1,809,099</b>  | <b>1,224,124</b>   | <b>1,224,124</b>       |                   | <b>1,224,124</b>       |
| Fund Balance                     | 2,391,785         | 2,420,845         | 2,773,803          | 2,325,354              | (448,449)         | 2,325,354              |
| <b>TOTAL SOURCES</b>             | <b>4,118,903</b>  | <b>4,229,944</b>  | <b>3,997,927</b>   | <b>3,549,478</b>       | <b>(448,449)</b>  | <b>3,549,478</b>       |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits            | 1,822,558         | 1,924,752         | 2,266,656          | 2,391,395              | 124,739           | 2,414,497              |
| Services and Supplies            | 910,767           | 816,761           | 2,222,419          | 1,100,232              | (1,122,187)       | 1,100,232              |
| Other Charges                    | 627,560           | 504,989           | 566,849            | 566,900                | 51                | 566,900                |
| Fixed Assets                     | 26,172            | 6,481             |                    | 80,000                 | 80,000            | 80,000                 |
| <b>Net Appropriations</b>        | <b>3,387,056</b>  | <b>3,252,984</b>  | <b>5,055,924</b>   | <b>4,138,527</b>       | <b>(917,397)</b>  | <b>4,161,629</b>       |
| Contingencies/Dept Reserves      | 695,414           | 510,261           | 370,040            | 624,327                | 254,287           | 601,225                |
| <b>TOTAL REQUIREMENTS</b>        | <b>4,082,470</b>  | <b>3,763,245</b>  | <b>5,425,964</b>   | <b>4,762,854</b>       | <b>(663,110)</b>  | <b>4,762,854</b>       |
| <b>NET COUNTY COST</b>           | <b>(36,432)</b>   | <b>(466,699)</b>  | <b>1,428,037</b>   | <b>1,213,376</b>       | <b>(214,661)</b>  | <b>1,213,376</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                        |                   |                        |
| Salary Resolution                | 19.0              | 19.0              | 19.0               | 19.0                   |                   | 19.0                   |
| Funded FTE                       | 18.3              | 19.0              | 19.0               | 19.0                   |                   | 19.0                   |

**Treasurer (1520P)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08  | Actual<br>2008-09  | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                    |                    |                    |                        |                   |                        |
| Charges for Services        | 3,461,870          | 3,300,278          | 2,696,460          | 2,696,460              |                   | 2,696,460              |
| Miscellaneous Revenue       | 16,943             | 14,715             |                    |                        |                   |                        |
| <b>Total Revenue</b>        | <b>3,478,812</b>   | <b>3,314,993</b>   | <b>2,696,460</b>   | <b>2,696,460</b>       |                   | <b>2,696,460</b>       |
| Fund Balance                | 999,314            | 1,034,314          | 698,636            | 501,032                | (197,604)         | 501,032                |
| <b>TOTAL SOURCES</b>        | <b>4,478,126</b>   | <b>4,349,307</b>   | <b>3,395,096</b>   | <b>3,197,492</b>       | <b>(197,604)</b>  | <b>3,197,492</b>       |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                        |                   |                        |
| Salaries and Benefits       | 1,256,030          | 1,295,903          | 1,831,197          | 2,016,576              | 185,379           | 2,034,618              |
| Services and Supplies       | 186,158            | 185,154            | 750,000            | 569,785                | (180,215)         | 569,785                |
| Other Charges               | 196,594            | 218,205            | 213,682            | 269,225                | 55,543            | 269,225                |
| <b>Gross Appropriations</b> | <b>1,638,783</b>   | <b>1,699,262</b>   | <b>2,794,879</b>   | <b>2,855,586</b>       | <b>60,707</b>     | <b>2,873,628</b>       |
| Intrafund Transfers         |                    |                    | (152,926)          | (152,926)              |                   | (152,926)              |
| <b>Net Appropriations</b>   | <b>1,638,783</b>   | <b>1,699,262</b>   | <b>2,641,953</b>   | <b>2,702,660</b>       | <b>60,707</b>     | <b>2,720,702</b>       |
| Contingencies/Dept Reserves | 914,944            | 914,944            | 390,808            | 494,832                | 104,024           | 476,790                |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,553,727</b>   | <b>2,614,206</b>   | <b>3,032,761</b>   | <b>3,197,492</b>       | <b>164,731</b>    | <b>3,197,492</b>       |
| <b>NET COUNTY COST</b>      | <b>(1,924,400)</b> | <b>(1,735,100)</b> | <b>(362,335)</b>   |                        | <b>362,335</b>    |                        |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 12.0               | 12.0               | 15.0               | 16.0                   | 1.0               | 16.0                   |
| <b>Funded FTE</b>           | 12.0               | 12.0               | 15.0               | 16.0                   | 1.0               | 16.0                   |

## Revenue Services Program (1530P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Use of Money and Property   | 40,448            | 35,900            | 30,000             | 30,000                 |                   | 30,000                 |
| Charges for Services        | 60,619            | 68,723            | 50,500             | 50,500                 |                   | 50,500                 |
| Interfund Revenue           | 654,512           | 572,681           | 631,000            | 631,000                |                   | 631,000                |
| Miscellaneous Revenue       | 44,646            | 68,794            | 25,500             | 25,500                 |                   | 25,500                 |
| <b>Total Revenue</b>        | <b>800,225</b>    | <b>746,099</b>    | <b>737,000</b>     | <b>737,000</b>         |                   | <b>737,000</b>         |
| Fund Balance                | 473,634           | 980,964           | 1,134,710          | 1,134,710              |                   | 1,134,710              |
| <b>TOTAL SOURCES</b>        | <b>1,273,859</b>  | <b>1,727,063</b>  | <b>1,871,710</b>   | <b>1,871,710</b>       |                   | <b>1,871,710</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 2,831,748         | 2,934,590         | 3,267,580          | 3,184,108              | (83,472)          | 3,225,373              |
| Services and Supplies       | 496,219           | 450,084           | 950,437            | 935,437                | (15,000)          | 935,437                |
| Other Charges               | 233,650           | 231,591           | 220,977            | 232,658                | 11,681            | 232,658                |
| <b>Gross Appropriations</b> | <b>3,561,616</b>  | <b>3,616,265</b>  | <b>4,438,994</b>   | <b>4,352,203</b>       | <b>(86,791)</b>   | <b>4,393,468</b>       |
| Intrafund Transfers         | (2,894,235)       | (2,780,990)       | (2,827,012)        | (2,827,012)            |                   | (2,827,012)            |
| <b>Net Appropriations</b>   | <b>667,381</b>    | <b>835,275</b>    | <b>1,611,982</b>   | <b>1,525,191</b>       | <b>(86,791)</b>   | <b>1,566,456</b>       |
| Contingencies/Dept Reserves | 165,763           | 250,000           | 300,000            | 346,519                | 46,519            | 305,254                |
| <b>TOTAL REQUIREMENTS</b>   | <b>833,144</b>    | <b>1,085,275</b>  | <b>1,911,982</b>   | <b>1,871,710</b>       | <b>(40,272)</b>   | <b>1,871,710</b>       |
| <b>NET COUNTY COST</b>      | <b>(440,715)</b>  | <b>(641,787)</b>  | <b>40,272</b>      |                        | <b>(40,272)</b>   |                        |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | <b>34.0</b>       | <b>36.0</b>       | <b>29.0</b>        | <b>28.0</b>            | <b>(1.0)</b>      | <b>28.0</b>            |
| <b>Funded FTE</b>           | <b>33.5</b>       | <b>36.0</b>       | <b>31.0</b>        | <b>28.0</b>            | <b>(3.0)</b>      | <b>28.0</b>            |



**County Counsel (1600B)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Charges for Services        | 3,658,904         | 4,738,336         | 3,563,444          | 3,518,688              | (44,756)          | 3,528,688              |
| Miscellaneous Revenue       | 16,193            | 100,431           | 5,000              | 5,000                  |                   | 5,000                  |
| <b>Total Revenue</b>        | <b>3,675,097</b>  | <b>4,838,767</b>  | <b>3,568,444</b>   | <b>3,523,688</b>       | <b>(44,756)</b>   | <b>3,533,688</b>       |
| Fund Balance                | 622,543           | 790,185           | 2,549,460          | 2,183,606              | (365,854)         | 2,183,606              |
| <b>TOTAL SOURCES</b>        | <b>4,297,640</b>  | <b>5,628,952</b>  | <b>6,117,904</b>   | <b>5,707,294</b>       | <b>(410,610)</b>  | <b>5,717,294</b>       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 7,330,831         | 7,508,045         | 8,248,229          | 8,052,569              | (195,660)         | 8,095,069              |
| Services and Supplies       | 447,835           | 449,849           | 652,550            | 631,915                | (20,635)          | 609,415                |
| Other Charges               | 376,675           | 347,006           | 424,636            | 432,073                | 7,437             | 422,073                |
| Fixed Assets                | 18,041            |                   |                    |                        |                   |                        |
| <b>Gross Appropriations</b> | <b>8,173,383</b>  | <b>8,304,900</b>  | <b>9,325,415</b>   | <b>9,116,557</b>       | <b>(208,858)</b>  | <b>9,126,557</b>       |
| Intrafund Transfers         | (1,180,254)       | (1,220,703)       | (1,172,306)        | (1,139,052)            | 33,254            | (1,139,052)            |
| <b>Net Appropriations</b>   | <b>6,993,129</b>  | <b>7,084,197</b>  | <b>8,153,109</b>   | <b>7,977,505</b>       | <b>(175,604)</b>  | <b>7,987,505</b>       |
| Contingencies/Dept Reserves | 256,665           | 1,761,212         | 1,794,750          | 1,666,449              | (128,301)         | 1,666,449              |
| <b>TOTAL REQUIREMENTS</b>   | <b>7,249,794</b>  | <b>8,845,409</b>  | <b>9,947,859</b>   | <b>9,643,954</b>       | <b>(303,905)</b>  | <b>9,653,954</b>       |
| <b>NET COUNTY COST</b>      | <b>2,952,154</b>  | <b>3,216,457</b>  | <b>3,829,955</b>   | <b>3,936,660</b>       | <b>106,705</b>    | <b>3,936,660</b>       |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| Salary Resolution           | 40.0              | 40.0              | 40.0               | 38.0                   | (2.0)             | 38.0                   |
| Funded FTE                  | 37.8              | 38.2              | 38.2               | 38.0                   | (0.2)             | 38.0                   |

## Information Services Department (1800B) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | 93,474            | 94,097            | 92,926             | 92,926                 |                    | 92,926                 |
| Charges for Services        | 2,986,478         | 4,258,867         | 617,087            | 617,087                |                    | 617,087                |
| Interfund Revenue           | 11,890,393        | 12,758,848        | 12,092,969         | 12,930,063             | 837,094            | 10,876,169             |
| Miscellaneous Revenue       | 104,510           | 57,646            |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>15,074,855</b> | <b>17,169,458</b> | <b>12,802,982</b>  | <b>13,640,076</b>      | <b>837,094</b>     | <b>11,586,182</b>      |
| Fund Balance                | 10,964,278        | 9,639,555         | 8,346,439          | 4,350,506              | (3,995,933)        | 3,009,502              |
| <b>TOTAL SOURCES</b>        | <b>26,039,133</b> | <b>26,809,013</b> | <b>21,149,421</b>  | <b>17,990,582</b>      | <b>(3,158,839)</b> | <b>14,595,684</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 17,630,185        | 19,583,137        | 23,309,834         | 22,860,261             | (449,573)          | 23,121,468             |
| Services and Supplies       | 24,450,673        | 29,401,461        | 32,840,706         | 25,945,982             | (6,894,724)        | 23,131,750             |
| Other Charges               | 1,207,350         | 1,329,898         | 2,022,035          | 1,695,276              | (326,759)          | 1,695,276              |
| Fixed Assets                | 1,429,536         | 778,053           | 2,588,192          | 2,362,852              | (225,340)          | 45,000                 |
| Other Financing Uses        | 286,973           | 352,002           | 366,539            | 579,041                | 212,502            | 286,089                |
| <b>Gross Appropriations</b> | <b>45,004,717</b> | <b>51,444,552</b> | <b>61,127,306</b>  | <b>53,443,412</b>      | <b>(7,683,894)</b> | <b>48,279,583</b>      |
| Intrafund Transfers         | (28,605,139)      | (32,980,477)      | (43,688,391)       | (38,462,332)           | 5,226,059          | (37,450,063)           |
| <b>Net Appropriations</b>   | <b>16,399,579</b> | <b>18,464,074</b> | <b>17,438,915</b>  | <b>14,981,080</b>      | <b>(2,457,835)</b> | <b>10,829,520</b>      |
| Contingencies/Dept Reserves | 9,639,555         | 8,344,938         | 3,710,506          | 3,009,502              | (701,004)          | 3,766,164              |
| <b>TOTAL REQUIREMENTS</b>   | <b>26,039,134</b> | <b>26,809,012</b> | <b>21,149,421</b>  | <b>17,990,582</b>      | <b>(3,158,839)</b> | <b>14,595,684</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| <b>Salary Resolution</b>    | 154.0             | 155.0             | 161.0              | 149.0                  | (12.0)             | 149.0                  |
| <b>Funded FTE</b>           | 153.1             | 154.3             | 161.6              | 148.0                  | (13.6)             | 148.0                  |

## Information and Technology Availability (1830P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                    |                        |
| Use of Money and Property   | 93,474            | 94,097            | 92,926             | 92,926                 |                    | 92,926                 |
| Charges for Services        | 749,386           | 711,563           | 481,483            | 481,483                |                    | 481,483                |
| Interfund Revenue           | 1,715,549         | 1,712,731         | 7,143,071          | 7,641,528              | 498,457            | 7,641,528              |
| Miscellaneous Revenue       | 81,574            | 26,792            |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>2,639,983</b>  | <b>2,545,182</b>  | <b>7,717,480</b>   | <b>8,215,937</b>       | <b>498,457</b>     | <b>8,215,937</b>       |
| Fund Balance                | 10,107,339        | 8,843,352         | 6,047,626          | 3,494,603              | (2,553,023)        | 2,225,089              |
| <b>TOTAL SOURCES</b>        | <b>12,747,322</b> | <b>11,388,534</b> | <b>13,765,106</b>  | <b>11,710,540</b>      | <b>(2,054,566)</b> | <b>10,441,026</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                    |                        |
| Salaries and Benefits       | 8,059,653         | 9,037,704         | 12,167,162         | 12,511,640             | 344,478            | 12,642,513             |
| Services and Supplies       | 14,906,979        | 15,431,530        | 17,467,190         | 15,422,318             | (2,044,872)        | 14,950,080             |
| Other Charges               | 595,668           | 548,096           | 1,465,481          | 1,008,776              | (456,705)          | 1,008,776              |
| Fixed Assets                | 659,506           | 418,891           | 2,330,172          | 1,108,352              | (1,221,820)        | 45,000                 |
| Other Financing Uses        | 286,973           | 352,002           | 366,539            | 579,041                | 212,502            | 286,089                |
| <b>Gross Appropriations</b> | <b>24,508,779</b> | <b>25,788,223</b> | <b>33,796,544</b>  | <b>30,630,127</b>      | <b>(3,166,417)</b> | <b>28,932,458</b>      |
| Intrafund Transfers         | (9,403,469)       | (10,397,941)      | (23,526,041)       | (21,144,676)           | 2,381,365          | (21,404,521)           |
| <b>Net Appropriations</b>   | <b>15,105,310</b> | <b>15,390,282</b> | <b>10,270,503</b>  | <b>9,485,451</b>       | <b>(785,052)</b>   | <b>7,527,937</b>       |
| Contingencies/Dept Reserves | 8,843,352         | 6,047,626         | 3,494,603          | 2,225,089              | (1,269,514)        | 2,913,089              |
| <b>TOTAL REQUIREMENTS</b>   | <b>23,948,662</b> | <b>21,437,908</b> | <b>13,765,106</b>  | <b>11,710,540</b>      | <b>(2,054,566)</b> | <b>10,441,026</b>      |
| <b>NET COUNTY COST</b>      | <b>11,201,341</b> | <b>10,049,374</b> |                    |                        |                    |                        |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                    |                        |
| Salary Resolution           | 76.0              | 82.0              | 90.0               | 85.0                   | (5.0)              | 85.0                   |
| Funded FTE                  | 75.1              | 81.3              | 89.3               | 84.0                   | (5.3)              | 84.0                   |

## Project Management (1840P) General Fund

### FY 2010-11 and 2011-12 Budget Unit Summary

|                             | Actual<br>2007-08   | Actual<br>2008-09   | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|-----------------------------|---------------------|---------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>              |                     |                     |                    |                        |                    |                        |
| Charges for Services        | 2,237,092           | 3,547,304           | 135,604            | 135,604                |                    | 135,604                |
| Interfund Revenue           | 10,174,843          | 11,046,117          | 4,949,898          | 5,288,535              | 338,637            | 3,234,641              |
| Miscellaneous Revenue       | 22,936              | 30,853              |                    |                        |                    |                        |
| <b>Total Revenue</b>        | <b>12,434,872</b>   | <b>14,624,275</b>   | <b>5,085,502</b>   | <b>5,424,139</b>       | <b>338,637</b>     | <b>3,370,245</b>       |
| Fund Balance                | 856,939             | 796,203             | 2,298,813          | 855,903                | (1,442,910)        | 784,413                |
| <b>TOTAL SOURCES</b>        | <b>13,291,811</b>   | <b>15,420,478</b>   | <b>7,384,315</b>   | <b>6,280,042</b>       | <b>(1,104,273)</b> | <b>4,154,658</b>       |
| <b>REQUIREMENTS</b>         |                     |                     |                    |                        |                    |                        |
| Salaries and Benefits       | 9,570,533           | 10,545,433          | 11,142,672         | 10,348,621             | (794,051)          | 10,478,955             |
| Services and Supplies       | 9,543,694           | 13,969,931          | 15,373,516         | 10,523,664             | (4,849,852)        | 8,181,670              |
| Other Charges               | 611,682             | 781,802             | 556,554            | 686,500                | 129,946            | 686,500                |
| Fixed Assets                | 770,030             | 359,162             | 258,020            | 1,254,500              | 996,480            |                        |
| <b>Gross Appropriations</b> | <b>20,495,939</b>   | <b>25,656,328</b>   | <b>27,330,762</b>  | <b>22,813,285</b>      | <b>(4,517,477)</b> | <b>19,347,125</b>      |
| Intrafund Transfers         | (19,201,670)        | (22,582,536)        | (20,162,350)       | (17,317,656)           | 2,844,694          | (16,045,542)           |
| <b>Net Appropriations</b>   | <b>1,294,269</b>    | <b>3,073,792</b>    | <b>7,168,412</b>   | <b>5,495,629</b>       | <b>(1,672,783)</b> | <b>3,301,583</b>       |
| Contingencies/Dept Reserves | 796,203             | 2,297,312           | 215,903            | 784,413                | 568,510            | 853,075                |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,090,472</b>    | <b>5,371,104</b>    | <b>7,384,315</b>   | <b>6,280,042</b>       | <b>(1,104,273)</b> | <b>4,154,658</b>       |
| <b>NET COUNTY COST</b>      | <b>(11,201,340)</b> | <b>(10,049,374)</b> |                    |                        |                    |                        |
| <b>AUTHORIZED POSITIONS</b> |                     |                     |                    |                        |                    |                        |
| <b>Salary Resolution</b>    | <b>78.0</b>         | <b>73.0</b>         | <b>71.0</b>        | <b>64.0</b>            | <b>(7.0)</b>       | <b>64.0</b>            |
| <b>Funded FTE</b>           | <b>78.0</b>         | <b>73.0</b>         | <b>72.3</b>        | <b>64.0</b>            | <b>(8.3)</b>       | <b>64.0</b>            |

**Grand Jury (1920B)  
General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Fund Balance                |                   | 128,523           | 128,523            | 128,523                |                   | 128,523                |
| <b>TOTAL SOURCES</b>        |                   | 128,523           | 128,523            | 128,523                |                   | 128,523                |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 44,448            | 46,525            | 53,960             | 50,000                 | (3,960)           | 50,000                 |
| Services and Supplies       | 273,377           | 432,194           | 481,308            | 489,468                | 8,160             | 489,468                |
| Other Charges               | 5,835             | 3,341             | 12,700             | 8,500                  | (4,200)           | 8,500                  |
| <b>Net Appropriations</b>   | 323,660           | 482,060           | 547,968            | 547,968                |                   | 547,968                |
| Contingencies/Dept Reserves |                   | 128,523           | 128,523            | 128,523                |                   | 128,523                |
| <b>TOTAL REQUIREMENTS</b>   | 323,660           | 610,583           | 676,491            | 676,491                |                   | 676,491                |
| <b>NET COUNTY COST</b>      | 323,660           | 482,060           | 547,968            | 547,968                |                   | 547,968                |

**Retirement Office (2000B)**  
**Retirement Trust Fund (Information Only)**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>SOURCES</b>              |                   |                   |                    |                        |                   |                        |
| Miscellaneous Revenue       | 3,186,610         | 3,906,632         |                    |                        |                   |                        |
| Other Financing Sources     |                   |                   | 4,687,538          | 4,865,648              | 178,110           | 4,884,868              |
| <b>TOTAL SOURCES</b>        | 3,186,610         | 3,906,632         | 4,687,538          | 4,865,648              | 178,110           | 4,884,868              |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Salaries and Benefits       | 1,892,527         | 2,528,902         | 2,841,988          | 3,020,098              | 178,110           | 3,039,318              |
| Services and Supplies       | 1,116,563         | 1,186,168         | 1,489,050          | 1,489,050              |                   | 1,489,050              |
| Other Charges               | 177,520           | 126,062           | 156,500            | 156,500                |                   | 156,500                |
| Fixed Assets                |                   | 65,500            | 200,000            | 200,000                |                   | 200,000                |
| <b>TOTAL REQUIREMENTS</b>   | 3,186,610         | 3,906,632         | 4,687,538          | 4,865,648              | 178,110           | 4,884,868              |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                        |                   |                        |
| <b>Salary Resolution</b>    | 16.0              | 16.0              | 16.0               | 16.0                   |                   | 16.0                   |
| <b>Funded FTE</b>           | 16.0              | 16.0              | 16.0               | 16.0                   |                   | 16.0                   |

## Non-Departmental Services (8000B) General Funds

### FY 2010-11 and 2011-12 Budget Unit Summary

|                                  | Actual<br>2007-08    | Actual<br>2008-09    | Revised<br>2009-10   | Recommended<br>2010-11 | Change<br>2009-10   | Recommended<br>2011-12 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                        |                     |                        |
| Taxes                            | 340,475,498          | 371,642,175          | 305,864,224          | 331,609,191            | 25,744,967          | 332,070,886            |
| Licenses, Permits and Franchises | 419,229              | 443,999              | 443,999              | 396,063                | (47,936)            | 403,985                |
| Use of Money and Property        | 18,035,168           | 1,951,413            | 8,291,769            | 5,483,769              | (2,808,000)         | 5,591,412              |
| Intergovernmental Revenues       | 1,614,162            | 1,370,385            | 1,350,062            | 1,347,240              | (2,822)             | 1,385,690              |
| Charges for Services             | 62,725               | 2,214,369            | 205                  | 205                    |                     | 205                    |
| Interfund Revenue                | 8,771,323            | 14,201,947           | 12,858,448           | 4,448,594              | (8,409,854)         | 4,533,566              |
| Miscellaneous Revenue            | 278,325              | 1,403,971            | 674,683              | 400,000                | (274,683)           | 400,000                |
| Other Financing Sources          |                      | 975,474              |                      |                        |                     |                        |
| <b>Total Revenue</b>             | <b>369,656,430</b>   | <b>394,203,734</b>   | <b>329,483,390</b>   | <b>343,685,062</b>     | <b>14,201,672</b>   | <b>344,385,744</b>     |
| Fund Balance                     | 239,615,459          | 217,508,722          | 222,079,958          | 228,522,094            | 6,442,136           | 173,512,320            |
| <b>TOTAL SOURCES</b>             | <b>609,271,889</b>   | <b>611,712,456</b>   | <b>551,563,348</b>   | <b>572,207,156</b>     | <b>20,643,808</b>   | <b>517,898,064</b>     |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                        |                     |                        |
| Salaries and Benefits            |                      | 3,233,157            | 3,100,000            | 2,100,000              | (1,000,000)         | 2,100,000              |
| Services and Supplies            | 12,715,270           | 11,511,349           | 25,544,640           | 14,801,085             | (10,743,555)        | 15,122,721             |
| Other Charges                    | 2,785,702            | 1,324,061            | 5,551,920            | 1,548,498              | (4,003,422)         | 503,000                |
| Other Financing Uses             | 74,886,732           | 13,919,130           | 19,261,872           | 18,979,452             | (282,420)           | 12,103,627             |
| <b>Gross Appropriations</b>      | <b>90,387,704</b>    | <b>29,987,697</b>    | <b>53,458,432</b>    | <b>37,429,035</b>      | <b>(16,029,397)</b> | <b>29,829,348</b>      |
| Intrafund Transfers              | (530,016)            | (552,264)            | (1,770,986)          | (794,582)              | 976,404             | (807,274)              |
| <b>Net Appropriations</b>        | <b>89,857,688</b>    | <b>29,435,433</b>    | <b>51,687,446</b>    | <b>36,634,453</b>      | <b>(15,052,993)</b> | <b>29,022,074</b>      |
| Contingencies/Dept Reserves      | 94,184,165           | 143,532,991          | 124,431,799          | 142,580,735            | 18,148,936          | 95,126,950             |
| <b>TOTAL REQUIREMENTS</b>        | <b>184,041,853</b>   | <b>172,968,424</b>   | <b>176,119,245</b>   | <b>179,215,188</b>     | <b>3,095,943</b>    | <b>124,149,024</b>     |
| <b>NET COUNTY COST</b>           | <b>(425,230,036)</b> | <b>(438,744,032)</b> | <b>(375,444,103)</b> | <b>(392,991,968)</b>   | <b>(17,547,865)</b> | <b>(393,749,040)</b>   |

**Contingencies (8100B)**  
**General Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                             | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10 | Recommended<br>2011-12 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <b>REQUIREMENTS</b>         |                   |                   |                    |                        |                   |                        |
| Contingencies/Dept Reserves | 29,527,837        | 30,415,719        | 30,324,876         | 30,704,543             | 379,667           | 29,564,118             |
| <b>TOTAL REQUIREMENTS</b>   | 29,527,837        | 30,415,719        | 30,324,876         | 30,704,543             | 379,667           | 29,564,118             |
| <b>NET COUNTY COST</b>      | 29,527,837        | 30,415,719        | 30,324,876         | 30,704,543             | 379,667           | 29,564,118             |



**Debt Service Fund (8900B)**  
**Debt Service Fund**

**FY 2010-11 and 2011-12 Budget Unit Summary**

|                           | Actual<br>2007-08 | Actual<br>2008-09 | Revised<br>2009-10 | Recommended<br>2010-11 | Change<br>2009-10  | Recommended<br>2011-12 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| <b>SOURCES</b>            |                   |                   |                    |                        |                    |                        |
| Use of Money and Property | 1,016,540         | (815,907)         |                    |                        |                    |                        |
| Other Financing Sources   | 28,758,242        | 30,534,805        | 30,411,099         | 29,636,404             | (774,695)          | 29,653,961             |
| <b>Total Revenue</b>      | <b>29,774,782</b> | <b>29,718,898</b> | <b>30,411,099</b>  | <b>29,636,404</b>      | <b>(774,695)</b>   | <b>29,653,961</b>      |
| Fund Balance              | 22,052,946        | 23,970,476        | 15,840,300         | 15,246,119             | (594,181)          | 14,321,726             |
| <b>TOTAL SOURCES</b>      | <b>51,827,728</b> | <b>53,689,374</b> | <b>46,251,399</b>  | <b>44,882,523</b>      | <b>(1,368,876)</b> | <b>43,975,687</b>      |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                        |                    |                        |
| Other Charges             | 27,857,252        | 37,849,074        | 31,005,280         | 30,560,797             | (444,483)          | 30,594,038             |
| <b>Net Appropriations</b> | <b>27,857,252</b> | <b>37,849,074</b> | <b>31,005,280</b>  | <b>30,560,797</b>      | <b>(444,483)</b>   | <b>30,594,038</b>      |
| Non-General Fund Reserves | 23,970,476        | 15,840,300        | 15,246,119         | 14,321,726             | (924,393)          | 13,381,649             |
| <b>TOTAL REQUIREMENTS</b> | <b>51,827,728</b> | <b>53,689,374</b> | <b>46,251,399</b>  | <b>44,882,523</b>      | <b>(1,368,876)</b> | <b>43,975,687</b>      |

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## GLOSSARY OF BUDGET TERMS

# COUNTY OF SAN MATEO FY2010-11 and FY 2011-12 RECOMMENDED BUDGET



County Summaries

Healthy Community

Prosperous Community

Livable Community

Environmentally  
Conscious Community

Collaborative  
Community

Budget Unit and  
Program Summaries

Glossary of Budget Terms

# THE COUNTY OF SAN MATEO MISSION STATEMENT



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

We are committed to:

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



## Shared Vision 2001-2025

In 2001, the Board of Supervisors provided residents an opportunity to define a shared vision of the future of San Mateo County by asking: What will the county be like in a decade? What do we want to look like?

The Board adopted Shared Vision 2010: The Promise of the Peninsula, in 2001. It established a framework to help leaders think of the future as they made day-to-day decisions. The Board saw that residents wanted leaders to focus on four key areas: People, Place, Prosperity and Partnership. Shared Vision 2010 set 10 commitments and 25 measurable goals.

The Board of Supervisors engaged the community in 2008 to update and keep our Shared Vision current. With the help of a community steering committee and an issues briefing book, hundreds of SMC residents attended 10 town hall meetings, including two in Spanish. The largest turnout was a Youth Town Hall forum with more than 125 middle and high school students participating. In all, more than 1,000 residents participated in forums or in an online survey to answer the question: What are the most important goals that San Mateo County should set for the year 2025? As a result of the community process the Board of Supervisors revised and adopted Shared Vision 2025 for healthy, prosperous, livable, environmentally conscious and collaborative community.

Over the past 10 years the Board of Supervisors has regarded the visioning process as dynamic, using the goals to help guide policies, spending and new strategies. These goals have been used equally in good times to make funding decisions for new initiatives, as well as in the challenging times to make difficult spending reductions. Most important, Shared Vision has ensured decisions are focused on the future, not simply expedient, with sights set on measurable results that achieve the desired outcomes.

In 2010, the San Mateo County Board of Supervisors was honored by an award from the prestigious Sustainable San Mateo County, for Shared Vision 2010-2025 contributions to achieving a sustainable community.



Sustainable  
San Mateo County  
Economy. Equity. Environment.

## GLOSSARY OF BUDGET TERMS

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

**Accrual** - An accounting adjustment that recognizes revenues and expenses in the period they are "earned" or "spent" but not received or paid within that period.

**Accrual Accounting** - An accounting method that measures the performance of the County's Enterprise and Internal Service Funds by recognizing matching revenues and expenses (the matching principle) at the time in which the transaction occurs rather than when payment is made or received. This method allows the current cash inflows/outflows to be combined with future expected cash inflows/outflows to give a more accurate picture of a fund's current financial condition.

**ACE** - Access and Care for Everyone; a County-sponsored program administered by the Health Plan of San Mateo that provides health care coverage to low-income adult residents of San Mateo County who meet eligibility requirements.

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

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

**ARRA** - American Recovery and Reinvestment Act

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

**Balanced Budget** - A budget where Total Sources, including Fund Balances, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund.

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

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

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

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

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

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

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

**Contingencies** - An appropriation category for economic uncertainties, emergencies and unanticipated mid-year funding losses. The minimum General Fund appropriation for contingencies required under the County Reserves Policy is three percent of General Fund net appropriations. Funds budgeted in this category can not be expended without four-fifths vote approval from the Board of Supervisors.

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

**Depreciation** - The decline in value of an asset over time as a result of deterioration, age, obsolescence, and impending retirement. Most assets lose their value over time (in other words, they depreciate) and must be replaced once the end of their useful life is reached. Applies particularly to physical assets like equipment and structures.

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

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

**Economic Urgency Assistance Program**- A regional collaboration with Santa Clara County and the Silicon Valley Community Foundation to respond to urgent economic needs. Focusing on food, shelter, healthcare and employment, this safety net program was initiated by the Board of Supervisors to provide one-time grants to community-based organizations and nonprofits.

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

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

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

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

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

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

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

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

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

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

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

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

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

**GASB 45** – An accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) post-employment benefits (or OPEB). San Mateo County's reportable OPEB includes post-employment medical, dental and vision benefits that are not associated with the County's pension plan. Government employers required to comply with GASB 45 include all states, counties, towns, education boards, water districts, mosquito districts, public schools and all other government entities that offer OPEB and report under the Government Accounting Standards Board.

**GFOA** – Government Finance Officers Association

**GIS** – Geographic Information System. The GIS is a collection of map data layers representing various geographic features such as parcels, districts, jurisdictions, streets, landmarks, etc., and the attributes describing the spatial features.

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

**Governmental Funds** - Applies to all County funds except for profit and loss funds (e.g., enterprise funds, internal service funds, and trust and agency funds). Examples include the General Fund, special assessment funds, and capital projects funds.

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

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

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

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

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

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

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

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

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

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

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

**JPA (Joint Powers Authority)** - A Joint Powers Authority is an entity whereby two or more public authorities (for example a city or county government, or utility or transport districts) can operate collectively.

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

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

**Modified Accrual** - Under this method, revenues are recognized when measurable and available. Property and sales taxes, interest, certain state and federal grants, and charges for services are recognized when their receipt occurs within sixty days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under accrual basis of accounting. However, expenditures related to debt service, compensated absences, and claims and judgments are recorded only when payment is due. General capital assets acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

**Shared Vision 2025** – A community visioning process undertaken by the Board of Supervisors in 2000 to work in partnership with the community to achieve a citizen-developed vision for the future. The Outcome-Based Management (OBM) system has been implemented in all County programs and services to ensure alignment and progress toward the goals identified in the Shared Vision 2025 process.

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

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

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

**TANF** – Temporary Assistance for Needy Families

**TARP** - Troubled Asset Relief Program

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

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

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

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

**WIA** – Workforce Investment Act