



County of San Mateo

FY 2009-10 and FY 2010-11
Recommended Budget

County of San Mateo

Recommended Budget

FY 2009-10

FY 2010-11

Board of Supervisors

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Carole Groom, 2nd District

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RECOMMENDED BUDGET FISCAL YEAR 2009-10 RECOMMENDED BUDGET FISCAL YEAR 2010-11

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Coroner's Office
District Attorney / Public Administrator
Grand Jury
Human Resources Department
Probation Department
Retirement (SamCERA)
Sheriff's Office

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Capital Projects / Facilities / Construction Funds
County Library
County Service Area #1
Department of Housing
Fire Protection
LAFCo
Planning and Building Department
Public Safety Communications
Real Property Services

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County Support of the Courts
Trial Court Funding
Private Defender

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**County of San Mateo
California**

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of San Mateo, California for its annual budget for the fiscal year beginning July 1, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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RECOMMENDED BUDGET**

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SAN MATEO COUNTY COUNTY MANAGER'S OFFICE

Date: May 22, 2009
To: Honorable Board of Supervisors
From: David S. Boesch
Subject: Recommended Budget for FY 2009-10 and FY 2010-11

Your Board and our County residents have articulated a shared *Vision* of the future. Together, we have created and initiated a *Plan* of action.

Overview

Ultimately, your vision, our community's vision, is for a *sustainable San Mateo County*.

In the near term, like the rest of the nation, we face serious fiscal challenges. But, our regional economy is fundamentally sound and, with the County's unique fiscal strength having been recently highlighted in a report affirming that San Mateo County's rating continues to be the highest in the state, the independent credit ratings agency Moody's noted "the county is starting from a good position, generally budgets conservatively, and can be expected to rebuild reserves when the economic climate improves."

During good times services can be expanded to meet many community needs, but during difficult times financial management prudence calls for focusing on essential community services. In times when demands for safety net services swell, this involves prioritizing prevention and early intervention programs, health system redesign (to save money and improve services), jail re-entry programs and strengthening community partnerships to achieve more with less. Experience has shown cutting essential services now will cost our community more later.

Our Shared Vision 2025 provides a road map for us to follow as we search for ways to cut costs without harming essential services. It guides us as we strive to fulfill our pledge to build a healthy, livable, prosperous, environmentally conscious and sustainable community. Why must we take steps to cut spending in non-essential areas? We recognize we cannot do everything asked of us. But we must pass along a healthy and a safe community. That is sustainability; that is our goal: "meeting the needs of the present without compromising the ability of future generations to meet their own needs".

The Recommended Budget for fiscal years 2009-2010 and 2010-2011 further advances this organization toward restoring a sustainable balance between revenues and expenditures. And, while not entirely void of tough choices and tradeoffs, most programs and services for the coming year have been preserved substantially intact as a result of excellent work in all County departments. However, substantial progress in closing the gap in order to achieve a balanced budget by 2013 will not be possible without sacrifices.

Our residents and Supervisors have chosen to define our community's priorities for the future in terms of five outcomes: creating a healthy, livable, prosperous, collaborative and environmentally conscious place. The structure of this budget document reinforces the roles and contributions our organization fulfills in each area and provides clear, consistent, congruent alignment and focus.

Vision

Shared Vision 2025 articulates a future for San Mateo County that is grounded in the principle of sustainability. Sustainability has had a limited environmental connotation in some circles. In many communities, however, it has broader implications in terms of systems, balance and integration. San Mateo County has long recognized that effective decision-making explicitly incorporates an understanding of long-term implications relative to the environment, our economy or issues around social equity and justice. Virtually everything local governments do have future consequences, whether it's a policy endorsing certain principles or practices, funding capital projects or programs, maintaining fiscal viability or funding youth and older adult services. As an overarching goal, sustainability reminds us of the interconnectedness of complex issues and interests.

Our Shared Vision for 2025 is for a healthy, livable, prosperous, environmentally conscious and collaborative community. As a Healthy Community, our neighborhoods are safe and provide residents with access to quality health care and seamless services. As a Livable Community, our growth occurs near transit, promotes affordable, livable connected communities. As a Prosperous Community our economic strategy fosters innovation in all sectors, creates jobs, builds community and educational opportunities for all residents. As an Environmentally Conscious Community means our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently. And, as a 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. San Mateo County is committed to realizing our shared future vision of a sustainable community with an unequalled quality of life.

A Challenging Time

These are interesting and challenging times. A year ago, few foresaw a national economy that was nearing a precipice. Since the start of the current fiscal year, staff has returned to the Board several times with updated economic and financial information and multi-year budget forecasts. The Five-Year Plan we started with has been modified to reflect changed conditions and a worsening revenue picture for the current and future years. Yet, while other surrounding jurisdictions and the State of California may well be forced to make draconian cuts to lifeline services, this organization and our community are coming together to maintain a vision focused on the long-term. Our past financial management practices and prudent fiscal policies will sustain us during this difficult period of transition to a better time so we can achieve our shared vision for 2025.

Future budgets will be developed with this same fiscal discipline, building from and refining the following strategies and with a continuing commitment to eliminate the deficit by 2013:

1. Undertake no new expenditures without corresponding revenue or cost reduction offsets.
2. Cap the annual rate of increase in General Fund Net County Cost to match the expected growth in revenue (This will necessitate service reductions).
3. Maintain operating reserves of at least 15 percent of net appropriations in the General Fund, in addition to 3 percent contingency reserves.
4. Eliminate General Fund subsidies to County Fire and Sanitation Districts.
5. Reduce the General Fund contribution to the San Mateo Medical Center to a level consistent with the Welfare and Institutions Code Section 17000 indigent care obligation, with a target contribution of \$50 million.
6. Limit future use of excess ERAF to facility and technology infrastructure improvements, productivity enhancements, cost avoidance, reduction of unfunded liabilities, and other one-time uses. Funding priorities for capital and technology projects will be identified through the Five-Year Capital Improvement Program and Five-Year Information Technology Strategic Plan, which have already established oversight committees.

The practices and strategies that have served this County so well for so long have positioned us to weather this economic storm. Our talented and dedicated employees focus on best practices, prevention and early intervention, supporting youth, collaboration and innovation. Whether it is Health Redesign, Jail Reentry Planning, Succession Management, Cultural Competency, Elections, Mentoring, Accreditation, Board Standing Committees, or any number of other leading practices that represent who we are and what we do, the San Mateo County organization is strong today and will be even stronger tomorrow.

A Recessionary National Economy

Just as we are committed to creating a more sustainable county, we are also committed to being responsible fiscal stewards as we experience the most severe economic downturn since the Great Depression. The current national economic crisis has a more pronounced impact on local government than previous downturns due to the following major factors:

- The housing slump has resulted in significant declines in local property values which have led to almost no growth in property tax revenues compared to an average 7 percent growth in the last five years. Due to residential property reassessments, the assessed value (AV) of the secured property tax roll is expected to decline by \$2.5 billion, offsetting most of the rolls growth during FY 2008-09. As a result, this budget projects 2 percent growth in secured property taxes, a 10 percent decline in unsecured property taxes and a 25 percent decline in supplemental taxes. Total combined revenue growth for all property taxes is expected to grow \$3.4 million, compared to \$15.8 million in the current year. In addition, property transfer taxes are projected to decline 41 percent or \$2.6 million.
- The unemployment rate in the county has risen from 3.9 percent in February 2008 to 8.3 percent in March of this year, resulting in significant demands for public assistance and safety net services provided by the County and community-based nonprofit organizations
- Consumer spending has declined significantly, which has resulted in major reductions in statewide and local sales taxes revenues. This will significantly increase Net County Cost in Criminal Justice departments due to declining Public Safety Sales Tax revenues of 6.8 percent or \$4.4 million. Though cities within the County are seeing significant declines in local sales taxes, the County's sales taxes are expected to remain relatively flat due to the return of jet fuel sales taxes to the County in January 2008 and the direct relationship that the County revenues have with activity at SFO.
- Losses from investments in the stock market have resulted in reduced earnings on investments within the County investment pool, the County's retirement system and CalPERS, which holds the County's retiree health contributions. This budget includes a reduction of 48.7 percent or \$5.7 million in interest earnings due to the instability of the stock markets and reduced cash balances. Significant increases of 30 percent to 50 percent are anticipated in retirement and retiree health contributions beginning in FY 2010-11.

The California Budget Morass

Since January 2008, the Governor has called three special legislative sessions specifically to address the ongoing fiscal crisis. In February 2009, the Legislature and Governor were finally able to close the \$41 billion budget gap with a combination of borrowing, \$12.5 billion in tax increases, \$16 billion in program reductions with some action requiring voter approval. The state budget solution resulted in a loss of \$43 million to San Mateo County programs and services.

Just three months after striking the 18-month budget deal, the Governor's May Revision now reports the state deficit has risen to \$21 billion. With the continued diminution in revenues, rising costs, aggravated by the defeat of the spending measures at the May 19 ballot, the May Revision recommends additional reductions to health, human services, corrections and education; as well as new borrowing, most notably eight percent or \$2 billion in local government property taxes. The County of San Mateo would lose \$22 million under this proposal alone. The May Revision also proposes the elimination of Proposition 36 drug-court funding, further restrictions to the IHSS program and would shift low-level offenders to county jail.

| February 2009 State Budget Solution | Program Reduction | County Loss |
|---|---|--|
| Health System | Reductions to Maternal, Child & Adolescent Health, California Children's Services health programs, Mental Health; 10 percent reduction in hospital reimbursements; In Home Supportive Workers hourly rates from \$11.50 to \$9.50; two-month deferral in behavioral health payments | \$15.7 million |
| Human Services Agency | Elimination of Cal WORKS, SSI/SSP and Medi-Cal cost of living adjustments; two-month deferral of aid payments. | \$21.3 million |
| Probation Department | Juvenile justice camp/ranches and prevention programs | \$1.5 million |
| Public Works | Three-month deferral of gas tax and Proposition 1B Transportation bond funding | \$3.8 million |
| District Attorney | Statutory rape prosecution grant, Citizen option for Public Safety (COPS) program and spousal abuser program | \$106,000 |
| Sub-Total | | \$43 million |
| | | |
| May Revision Proposals \$21 billion deficit | Program Reduction | County Loss |
| County General Fund | Suspends Proposition 1A and borrows \$2 billion local government property tax (must be paid back with interest within three years). | \$22 million |
| Health System, Human Services Agency, and Corrections | Eliminates Williams Act subvention, Cash Assistance for immigrants, Restricts IHSS services, reduces SSI/SSP grants; shifts inmates to counties by eliminating sentencing option for "wobblers," eliminates Proposition 36 funding; and makes additional reductions to Medi-Cal programs. | Tentative estimates are between \$8 and \$15 million |
| Total | | \$65-80 million |

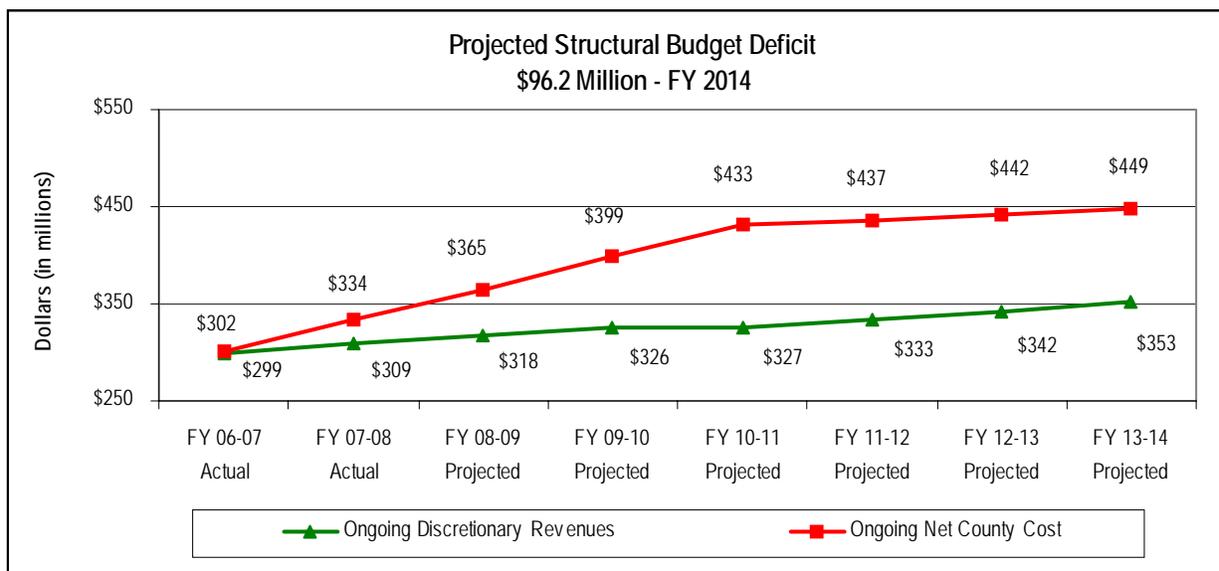
The American Recovery and Reinvestment Act (ARRA), also known as the Federal Stimulus, is serving to provide a calming effect in the face of the "perfect storm" of State cutbacks, a deep economic recession and the constant cost increases that effect the County's budget. These forces place significant stress on the system as we work to restore a balance in the short-term. Fortunately, for San Mateo County this means that we turn to our tapestry of partnerships and our experience of being innovative.

Five-Year Plan Update to Eliminate the Structural Imbalance

A different mindset is required as we move deeper into our Five-Year Plan. A “deficit” results when the sum of money is less than the required amount. In post-Proposition 13 California, budget decisions about how much to spend starts with revenue estimates over which local governments exert virtually no control. In the short-term, when incoming revenues are insufficient to meet planned expenditures, the use of one-time funding and reserves is a reasonable, rational response to temporarily “balance” the budget. Because of our careful financial stewardship we have accrued savings, which affords us this helpful flexibility.

A structural *imbalance* results when annual expenditures are consistently exceeding actual revenues. If this condition proves chronic, a longer-term, structural solution is required. Fiscal Year 2009-2010 is the second year of the five-year period within which to restore balance to the County’s operating budget, based on matching expenditure levels to predictable, sustainable revenues streams. The good news for the year ahead is that through the concerted efforts of all departments, we were able to hit our budget target.

Unfortunately, the challenge ahead is significantly greater than estimated 12 or even six months ago. Our primary cost drivers, particularly salary and benefits and health care related services, will continue to consistently outpace revenues, and coupled with a protracted down economy, losses to pension fund investments and a State that is in financial chaos, means the gap is widening rather than narrowing. As an example, over the course of the fiscal year ending June 30, the level of County reserves required to balance the budget approximately doubled what was planned; and, similarly, the anticipated gap between revenues and expenditures in the fifth year, FY2013, has essentially doubled as well to \$96 million.



As a part of providing continuously updated information to the Board, employees and the community via our website, the Five-Year Plan has been adjusted to reflect new knowledge and incorporate revised assumptions about revenue growth and expenditure levels. To illustrate our growing challenge, in late 2008 staff produced a scenario that showed an imbalance in FY2014 of nearly \$44 million that was predicated on fairly bold assumptions, such as no salary increases beyond existing contractual commitments. It reflected reductions being realized in various revenues based on the depressed economy, but did not yet incorporate cuts resulting from probable State funding takeaways. Last month, a number of the underlying assumptions on both sides of the ledger sheet were revisited, such as (1) property tax growth (net reduction of \$18.6 million), a historically reliable source of revenue increase, (2) State program funding cuts (\$20 million estimated in FY10), and (3) the anticipated annual retirement contribution requirement due to investment losses jumping up by 50 percent or \$43 million next year (FY2011). The net result is that our latest forecast now predicts a current Fiscal Year 2008-9 year-end shortfall of \$47 million, with a widening gap of \$73 million next year growing to \$96 million in FY2014.

It is increasingly clear that a new process is required to address the severity of the challenge ahead. County leadership from every department will begin immediately to build on the employee engagement effort of the past year and broaden and deepen the discussion by including more stakeholders and community members. Multiple planning scenarios will be examined over the summertime as we monitor what transpires in Sacramento and investigate further the key factors contributing to and strategies for narrowing the nearly \$100 million gap. Given the magnitude of this huge gap, it is incumbent to look at a multi-prong approach, that includes new revenues (essentially, broad-based taxes), multi-departmental strategies (energy efficiency projects, shared services, streamlined procedures) and labor negotiations (employee contribution rates, benefits structures) in addition to further service level reductions. As we do so, we expect to expand on the list of proven budgeting principles that have given us the time and flexibility required to do this thoughtfully. However, some of our prior assumptions about acceptable rates of increase, minimum levels of reserve balances and our capital and technology priorities will necessarily be examined. In addition, staff will be reviewing our various funding streams as they interact with discretionary revenues, program funding levels and mandates.

Short-term Issues and Strategies

Long-term financial solvency and sustainability overall require that we continue to take the requisite short-term actions necessary to address our challenges. In FY2008-9 we took important first steps toward restoring balance in our budget while also making headway on a number of critical programmatic fronts. For example, we continued to create Healthier Communities, promote health and local businesses with the "As Fresh As It Gets" campaign and provide top-quality regional emergency medical services. We created new organizational "infrastructure" as we coordinated around Federal Stimulus funding, improved communications via the Worldwide Web and traditional media outlets, and advanced our leading-edge succession planning and cultural competence initiatives. And, we started important work in the areas of disproportionate involvement of children of color in our criminal justice and welfare systems, environmental "green" practices and further aligning our organization's mission and performance management system with the Shared Vision 2025.

The County's annual Budget is where our policies and program priorities are actualized through the allocation of County resources. The County Board of Supervisors is required to adopt a budget each year that is balanced, with planned expenditures equal to estimated revenues. In addition, the Board makes decisions about funding levels in those areas that are entirely discretionary and in programs where the County exceeds the minimum required amount of mandated service.

The Recommended Budget for FY2009-10 is \$1.762 billion and includes 5,724 positions. This represents a 2.5 percent decrease of \$46 million from the current fiscal year 2008-9 Revised Budget and a 2.3 percent reduction in workforce of 132 positions. The preliminary budget for FY2011 is \$1.68 billion.

| TOTAL REQUIREMENTS - ALL FUNDS | | | | | |
|--------------------------------|-----------------------|---------------------------|-----------------|-------------|---------------------------|
| All County Funds | FY 2008-09 Revised | FY 2009-10 Recommended | Change | % Change | FY 2010-11 Recommended |
| Total Budget | \$ 1,807,699,415 | \$ 1,761,698,633 | \$ (46,000,782) | -2.5% | \$ 1,678,321,800 |
| Total Positions | 5,856 | 5,724 | (132) | -2.3% | 5,723 |

The following tables summarize Net County Cost adjustments and one-time transfers included in the FY 2009-10 budget:

| Ongoing Net County Cost Adjustments | FY 2009-10 |
|--|--------------------|
| Negotiated Salary and Benefit Increases | \$7,509,667 |
| Retiree Health Adjustments - OPEB Annual Required Contribution | 6,637,616 |
| Ventura Decision Retirement Costs - Sheriff's Office | 2,000,000 |
| Net County Cost Reductions - Operating Departments | (10,872,000) |
| Medical Center General Fund Subsidy Reduction | (4,400,000) |
| Public Safety Sales Tax (Proposition 172) Shortfall - Criminal Justice Departments | 4,433,049 |
| Document Recording Fees Shortfall - Recorder's Office | 550,000 |
| County-Owned Rents - Garbage Collection moved from Solid Waste Fund | 717,834 |
| County Support of the Courts - Transfer of Court Facilities to the State | (1,047,588) |
| Private Defender Contract Increase | 633,648 |
| Re-Entry Facility Costs | 350,000 |
| Other Miscellaneous Cost Increases | 391,398 |
| Total Ongoing Net County Cost Adjustments | \$6,903,624 |

| One-Time Transfers | |
|--|---------------------|
| Criminal Justice Information System (CJIS) Mainframe Migration Loan | \$5,883,735 |
| June 2010 Gubernatorial Primary Election | 2,534,676 |
| Rent Stabilization Funding for County Tenants of Court Facilities | 1,045,498 |
| Southwest Border Prosecution Initiative Settlement - 2nd Installment | 753,422 |
| Recorder's Office Revenue Shortfall Bridge Loan | 641,981 |
| Total One-Time Transfers | \$10,859,312 |

General Fund revenues in FY 2009-10 are down 2.4 percent overall, due to the economy. Anticipating a leveling of residential market values and slow recovery in the absorption of available commercial space over the next few years, we are estimating no assessment roll growth for either 2009-10 or 2010-11, and a modest increase of 1 percent for 2011-12. This compares to 7 percent originally projected in FY2008-9, which had been typical in prior years.

Salaries and benefits related costs in FY2010 would increase approximately 2.3 percent with reductions in most other expense categories in order to attain a balance. While continuing efforts to right-size through attrition by instituting hiring freezes and requiring departments to maintain a 5 percent vacancy rate in authorized positions, a balanced budget for FY2009-10 necessitated the elimination of 149 positions, 44 of which were occupied and required a complicated process of looking across departments for options to avoid outright layoffs. The unfortunate reality is that so long as such a formidable gap remains to be solved, a smaller workforce over time will inevitably be an essential element of the long-term solution.

Service reductions were required to varying degrees in every department. This will translate into direct impacts on certain clients and residents in a number of areas, including longer wait times at medical clinics, fewer partnerships with schools and nonprofits, less building and parks maintenance, larger caseloads and workloads for staff and possibly longer response times for emergencies. Moreover, the severe fiscal challenges we face necessitate that we further sharpen our focus on critical priorities and core services, take the steps required to strengthen our financial future sooner than later and, in this era of unprecedented uncertainty, that we engage our stakeholders and residents in a dialogue about what we can and cannot afford.

This County budgeting process does not occur in a vacuum. As internal efforts were underway, we are all cognizant of changes in the external environment. The downturn in the economy has significantly affected the general San Mateo County population. We

continue to experience unparalleled increases in applications for Food Stamps, MediCal and CalWORKs, with many of the “falling middle-class” struggling, yet failing to qualify for assistance due to income or asset restrictions. The Human Services Agency (HSA) is dually challenged to continue serving an expanding population while experiencing State funding reductions. We have used this as an opportunity to enlist and engage our community-based partners in new and expanded roles in an effort to mitigate or ameliorate these issues to some degree.

In November last year, the County departments came together to develop an integrated approach to serve the expanding needs for food, shelter, health and employment services. Initial efforts were directed toward improving coordination and communication. The Board approved \$500,000 in new money to support the Economic Urgency Assistance Program, which will infuse and leverage additional funding and has added significant impetus to efforts to expand our “sustainable safety-network” that is dependent on forging new community alliances. This program, launched in a very difficult economic time, is demonstrable of the County’s commitment to proactive approaches to emerging challenges.

The Assessor is moving assertively to respond to the contraction in the real estate market and the large-scale reductions in housing values in many of our neighborhoods. Current data suggests that real estate economic conditions continue to deteriorate. Residential sales activity remains at historically low levels and we are observing evidence of increasing distress in our commercial markets, with vacancy rates rising and reductions in commercial rental rates. These trends lead many to believe that the current decline in residential value program will grow to include commercial properties in 2010. Historical trends of market downturns have shown that the decline-in-value volume will continue for the next 3 to 4 years until a recovery takes hold. It will then take another few years of robust growth in property values for the residual decline in value assessments to recover to their pre-recession levels.

Another blow to the County’s finances occurred when Lehman Brothers declared bankruptcy on September 15, 2008 resulting in the San Mateo County Investment Pool suffering a loss of approximately \$155 million. The County itself lost approximately \$23 million outright, as well as the loss of ongoing interest earnings. In response, the Board and County staff have taken multiple actions: (1) In October, the Board retained top-notch legal services in connection with the bankruptcy proceedings; (2) in November, the Board commenced litigation against Lehman executives and its auditors; and (3) has been working tirelessly with the County’s representatives in Washington to recover the losses through the Emergency Economic Stabilization Act of 2008, and through new federal legislation and contacts with staff at the White House and Treasury. Earlier this year, the Board also commenced an outside review of the County’s Investment Policy and the issues surrounding the collapse of Lehman. The learning from this experience suggests the need for updated policies that reflect current best practices, as well as the potential revamping of the relationships between pool participants, the investment oversight committee and the Treasurer’s office.

The uncertainty surrounding the State budget has direct impacts on a number of departments within the County. In Public Works, the chosen strategy for the upcoming budget year is to provide services with County forces and maintain fund balances. The goal is to preserve jobs and avoid layoffs. The Department also anticipates that the State will again withhold payment of Gas Tax Funds, and therefore intends to utilize fund balances to meet project expenditures. In addition, due to reductions in workload caused by a smaller capital improvements program and less demand for projects from County departments, Public Works is shifting staff from Construction Services into the Facilities section.

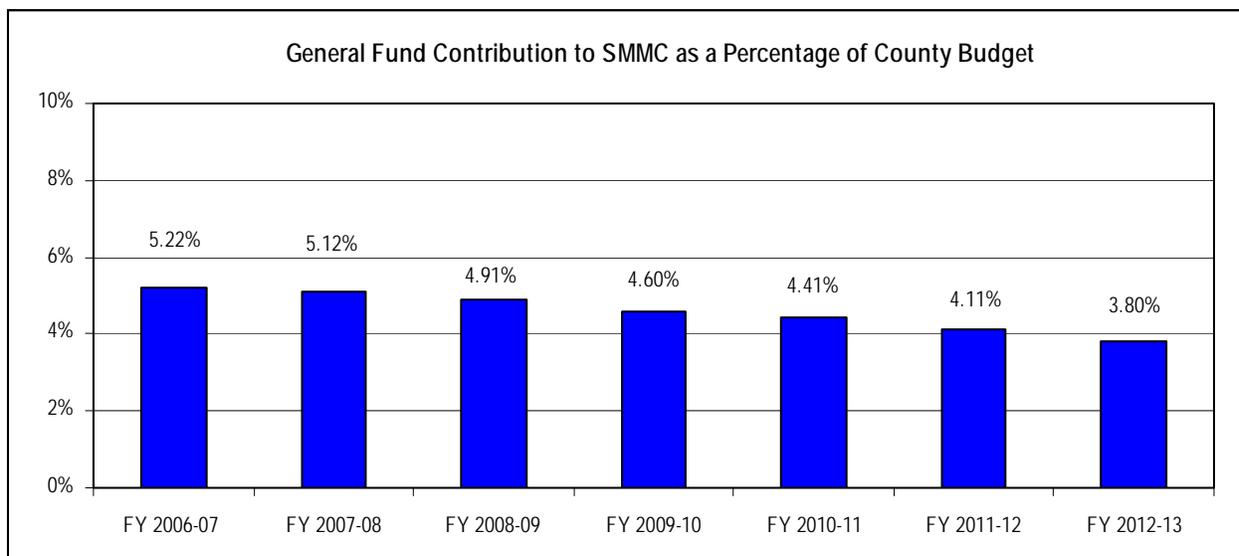
Public Works is responsible for maintaining 150 miles of sewer lines for which the Board of Supervisors serves as the governing board for the ten separate sewer and sanitation districts. These districts contract with other agencies for transport and treatment of sewage. In recent years, the State and Regional Water Quality Boards have significantly increased the requirements on treatment plant operators and necessitated major capital improvements and additional reporting requirements, which have dramatically increased the cost of operations. These costs are passed on to the County and eventually result in higher sewage charges for customers. The planned rate increase for the Crystal Springs County Sanitation District assumes that the existing debt owed to the City of San Mateo will be addressed separately and that needed capital improvements can be financed through a State revolving loan program. The Burlingame Hills Sewer Maintenance District is the subject of litigation brought by the Baykeeper environmental watchdog group, which will likely impact its rate structure.

The Department of Public Works’ routine maintenance, capital improvements, and daily operations are similarly impacted by increasingly stringent requirements imposed by external regulatory agencies. Watershed restoration and the Regional Permit under NPDES and Clean Water regulations are centered on preserving the quality of the environment and specifically target water and air quality. Although these are worthy goals, the new programs do not come with associated revenue for implementation. The

Department currently complies with specific requirements and mandates related to air emissions, storm water runoff (quality and quantity), solid waste and recycling, project permitting, and sewer system overflow reporting. These unfunded mandates can only be met by redirecting budget and staff time intended for the Department's operations, maintenance, or capital improvement projects. The Board will soon be considering recommendations from a study of storm water drainage improvements for the Mid-Coast, including a potential funding source utilizing road impact/improvement fees.

With regard to the Solid Waste Fund, the structural imbalance of the Fund is arguably due to the success of the programs that it funds. RecycleWorks in Public Works and Environmental Health have been very successful in their efforts to maximize recycling, diversion and reuse of waste materials. The County is also working in conjunction with the South Bayside Waste Management Authority to implement single stream recycling to maximize diversion of materials away from landfills in a cost effective manner, which will further impact the Fund. Ironically, the primary source of revenue for the Fund is a fee on waste disposal at the Ox Mountain Landfill. It is anticipated that the Fund will be depleted in FY2011-12 under current revenue and expenditure conditions. Negotiations with Republic Services on a new operating agreement for the Ox Mountain landfill are underway, with a potential outcome of increasing fees to help offset the structural imbalance. With the removal of several expenditures from the Fund the financial situation has improved; nevertheless, additional changes will be required over the coming year in order to restore its integrity.

As a healthcare provider to low and uninsured populations, the County is faced with rapidly escalating costs and a growing uninsured population. The Board of Supervisors has been actively engaged for several years in efforts to carefully balance the County's role in the delivery and coordination of healthcare for low-income and underserved populations with its financial capacity. These efforts are continuing to be pursued as the Health System Redesign initiative in accordance with a two-year plan approved by the Board. Within the newly created Health System Department, following the combination of the formerly separate Health Department and San Mateo Medical Center, the budgets for the coming fiscal year have met targets in all program areas. In the case of the Medical Center's operations, this is particularly noteworthy, given that this is the first year of stepping-down the level of County subsidy by more than \$20 million per the Board's direction.



The San Mateo Medical Center's (SMMC) budget reflects the implementation of several of the Redesign recommendations. The SMMC net County cost for Fiscal Year 2009-10 is \$67.6, with total projected revenues expected to increase \$5.8 million and total expenditures reduced by \$4.5 million. Reducing the County's General Fund contribution from the prior year level is all the more significant in light of the medical CPI and declining MediCal revenues. In addition to achieving its ambitious budget targets in the face of increased demand for services, the Medical Center is also at the forefront of potential changes in Federal health care reform funding priorities. And, in light of limited funding from the Foundation likely in the near term and continuing needs to

replace capital assets, it will be incumbent to build back into the Center's operating budget an amount that can address its highest equipment and infrastructure priorities.

Another challenging area that is emerging in the short-term is the continuing caseload growth in the in-home supportive services, which continues to drawdown Realignment reserves to maintain the program. So, while net County cost has remained the same since FY05, funding from Realignment has increased 170 percent and the total cost of the program has increased 90 percent in five years. Similarly challenging in the year ahead will be finding solutions to funding shortfalls in the areas of Behavioral Health and Recovery Services and Correctional Health. In anticipation of further revenue reductions, the department has chosen to maintain an 8 percent staffing vacancy rate, to preserve necessary flexibility, partnered more closely with the Health Plan of San Mateo and continued its important efforts to further evolve the Community Health Network for the Underserved.

Solutions to Achieve Balanced Budget

General Fund operating departments were asked to make Net County Cost reductions totaling \$10.9 million in the Recommended FY 2009-10 Budget. In addition, the Medical Center was given a reduction target of \$4.4 million as part of the plan to reduce contributions from \$72 million to \$50 million by FY 2013-14. Combined reduction targets for General Fund departments and the Medical Center total \$15.3 million. In preparing the FY 2008-09 Budget, departments were asked to find solutions totaling \$8.2 million, so reductions over the past two years total \$23.5 million.

The challenge in achieving reduction targets is always magnified in scope and complexity when combined with increases in operating costs and declining revenues. When these are factored in, the real reductions that departments were faced with in FY 2009-10 exceeded \$25 million. Departments hit their targets with a combination of position cuts; use of Reserves; fee increases, and reduced contract, equipment and supply costs. In addition, some departments factored in Federal Stimulus money as part of their solutions; in particular the Medical Center added \$4.8 million in Federal Medical Assistance Percentages (FMAP) program funding as a result of an 11.59% rate increase contained in the American Recovery and Reinvestment Act (ARRA).

The most widely utilized of these solutions is the elimination of positions. In all, County departments recommend the elimination of 149 positions, of which 44 are filled. Of these, 65 are in the General Fund. Total savings amount to \$14.1 million, including \$6.9 million in the General Fund. Reductions by department in descending order are: Medical Center (71), Public Works (19), the Probation Department (17), the Human Services Agency (9), Sheriff's Office (9), Assessor-County Clerk-Recorder (6), Child Support Services (6), Correctional Health (5), Parks Department (3), Housing Department (2), Public Safety Communications (1) and the Treasurer-Tax Collector (1).

The second most widely used solution was the use of Reserves. Unlike position cuts, Reserves represent one-time money that fill an important gap in the coming year, but are not sustainable. Departmental General Fund Reserves went from \$43 million in FY 2008-09 to \$34.6 million in FY 2009-10, a decline of \$8.4 million. In all, County General Fund departments recommend the use of \$6.1 million in Reserves to hit their targets. Most notable among these are: Planning and Building (\$2,817,016), Human Services Agency (\$1,290,934), Treasurer-Tax Collector (\$900,000), District Attorney/Public Administrator (\$604,697) and County Counsel (\$372,470). Further Reserve reductions of \$2.3 million are due to declining Fund Balances in the current fiscal year. Departments are working on identifying ongoing solutions in order to meet Reserves requirements and achieve a sustainable level of services commensurate with available funding.

Finally, fee increases and savings generated by reduced contract, equipment and supply costs account for an additional \$2 million in solutions across all departments.

In addition to the solutions described above, the County's five-year plan called for the use of Non-Departmental General Fund Reserves of \$34.1 million. It should be noted that when combined with revenue losses of \$24.5 million and one-time expenditures of \$4.1 million not anticipated in FY 2008-09 and one-time transfers of \$10.9 million in FY 2009-10, Non-Departmental Reserves actually needed to balance the budget amounts to \$73.6 million. With these adjustments, Non-Departmental Reserves total \$146.9 million and General Fund Contingencies total \$30.3 million.

Building Today for a Better Tomorrow

It is important to take the steps necessary today that ensure the long-term financial viability and vitality of the organization in the future. So, while addressing the structural imbalance is paramount, it is not everything or the only thing. In the near-term, the

organization will continue to be challenged to maintain services to the greatest degree possible, in many cases with fewer resources with which to work. Our efforts to take interdisciplinary team-based approaches, to emphasize prevention and early intervention strategies, to invest in employee development and long-range planning all build a strong foundation for the future. So, while we are challenged, we will manage strategically while forging ahead on these fronts and maintaining our commitments to the community to create our shared vision for 2025.

Within the organization, efforts are ongoing to ensure that we attract and develop the talent needed as baby boomers retire by capitalizing on our well-earned reputation as an excellent workplace for people with a passion for public service. A lean organization needs a workforce with the skills to succeed and to take on greater levels of responsibility. This year, dynamic new training and development and succession planning programs were launched, including: an Executive Leadership Academy to prepare middle and senior management employees to fill deputy/assistant director and director level positions; a First Line Supervisory Academy, which attracted over 100 supervisors for the 25 available slots; an Employee Development Plan Pilot, to assist employees in meeting their current and future career goals; Transition Management strategies to prepare for retirements; rotational and internship programs; and quarterly Leadership Forums. In the coming year, existing programs will be expanded to include the organization wide roll-out of Employee Development Plans and implementation of expanded internship and volunteer programs.

Efforts to investigate ways to stabilize the County's benefits costs are currently underway, primarily through such projects as the County's Wellness Committee, which is working to identify and implement health incentives/assessments and educate employees about healthy choices, and a review of alternative retiree benefits programs that are less costly than existing plans. An expanded initiative over the past year was to capture current best practices from departments and promulgate those through the efforts of a coordinated, Countywide Cultural Competence Committee. A total of 320 activities were inventoried. The Committee is in the final stages of preparing recommendations for the Board's approval that will include the adoption of standards in terms of organizational accountability, contractor selection and community collaboration.

Our systems and procedures are being updated and automated to both streamline and simplify how the work gets done, as we strive year upon year to do more with less. We are informing and engaging our employees in new ways to tap their best ideas and energies. And, we have continued our efforts to reduce energy consumption and "green" our operations further as we lead by example. In FY2009-10, the Clerk of the Board intends to implement an agenda automation process that will significantly reduce the time required and the expense involved in preparing the Board's agenda packets and web-posting.

Our Green Team had a very productive year, increasing awareness among employees and residents about ways they can participate both in the workplace and at home. We added a Green STAR award this year, to recognize exemplary efforts, adopted an ordinance banning the county's purchase of bottled water, expanded solid waste recycling to include composting, improved the Green Portal website, and increased the energy efficiency of County buildings and vehicles. Additional progress is expected in the year ahead as our employees enthusiastically embrace being a part of making us a "Cool County".

The Planning and Building Department began implementing a Green Building Program, which includes minimum "green" building standards for new construction and major remodels (50 percent valuation or greater) for residential and commercial buildings as a complement to its Green Business Program and to further the County goal of a more sustainable environment. The program is incentive-based and has been well received. The Planning and Building Department has also started its comprehensive update of the County General Plan by enlisting community members to participate in two steering committees: the Housing Element Steering Committee and the North Fair Oaks Specific Plan Steering Committee. Both committees bring broad community representation to two very important elements of the County General Plan.

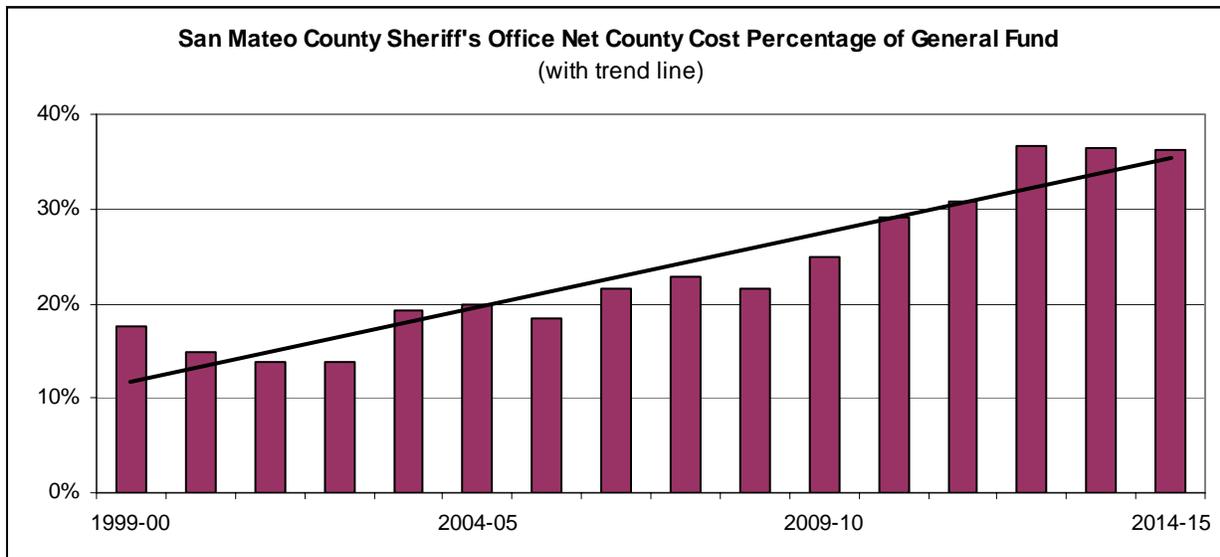
The Mejorado Group is conducting a third performance management review with the County Assessor and his staff. In addition, a separate study of the assessment appeals process is nearing completion as well. This latter work is being coordinated by the Controller and involves the Macias Consulting Group. Once again, due to limited staff availability, the alternative was to outsource this work with less staff involvement. Going forward, it is our intent to develop the capacity to do these reviews utilizing trained County staff in close coordination with the Controller's Office, and to selectively utilize outside experts as needed.

While it is clear that there is no "magic bullet" to address the complex forces that influence our policy choices in the healthcare arena, it is also evident that we have the opportunity to improve our healthcare system for the underserved and better target the General Fund resources that we devote to healthcare delivery. This Health System Redesign Initiative focuses on several high priority areas, including eligibility and administration, chronic disease management and care coordination and integration across

levels of care, and the development of a robust “Community Health Network for the Underserved” in partnership with private healthcare delivery organizations. This will continue to be one of our highest priorities.

Children of color are overrepresented in the foster care and juvenile justice systems. Our County staff and our community partners, following the lead efforts of Children and Family Services, are committed to reducing pervasive disproportionality in San Mateo County. The disproportionate representation of children of color is the subject of a study underway that will analyze data, review processes, identify any systemic biases that exist, and recommend best practices that can improve the achievement of equitable outcomes for all children. Children and Family Services has taken important steps already by participating in the California Disproportionality Project with 11 other counties and by creating a multidisciplinary Disproportionality Workgroup. The Workgroup’s activities include identifying disparities in outcomes on a county-level and piloting evidence-based practices to improve outcomes for children of color. The results of this review and appropriate policy recommendations will be reported to the Board through the Housing, Health and Human Services Committee.

A number of important milestones in the County’s continuing efforts to effectively deal with the significant challenges affecting the criminal justice system were accomplished. Following the completion of a comprehensive jail facilities needs assessment in 2008, the planning for a replacement jail facility has shifted into a new phase that focuses on functional planning, site selection and community outreach. It is expected that the Board of Supervisors will select a short-list of three or four potential sites for further consideration and environmental evaluation in 2009. As this planning process progresses, the Maguire Correctional Facility and Women’s Correctional Center continue to be faced with inmate overcrowding as they operate between 140 percent and 160 percent of rated capacity. The Corrections Division is challenged by managing a population of inmates classified as “at-risk”, which can dictate where and how inmates are housed within the facility based upon their security level, medical/mental health needs or gang affiliation. During this period, the ability to provide meaningful programming to the inmates is limited. The Medium Security Facility (MSF) in La Honda has been rehabilitated and has the capacity to house 116 inmates. While the facility is currently unoccupied, there may be an emergent need at some point to occupy MSF. In light of the County’s financial predicament, the Sheriff and Board may need to reconsider the role that the MSF could play in the longer-term. It is unclear how the County can afford to build and operate a new correctional facility of any significant size in the foreseeable future.



The Criminal Justice Working Group has continued its work to look at both short-term jail population management strategies and the longer-term need for replacement facilities. At one point the efforts were split into parallel processes; one focused on reentry programs and the other on jail planning. These two efforts have recently converged, with the County Manager’s office functioning as the convener of all criminal justice system partners. In FY2009-10, an expanded reentry effort will be implemented and tested in accordance with the recommendations from the consultant study co-lead by the Sheriff’s Office, Probation and Behavioral

Health and Recovery Services that was approved by the Criminal Justice Committee. The \$350,000 included in the Recommended Budget will enable the program to start early in the fiscal year and will hopefully leverage grant funds to further expand the program to reduce recidivism by improving the successful return of inmates back to the community.

Public Safety Communications is currently determining the feasibility of moving its operations and the opportunity to co-locate with the Office of Emergency Services, to improve coordination during large-scale incidents and use of shared technology. In addition, as the dispatcher for emergency medical services and as required in the operating agreement with the American Medical Response West ambulance company and the Advanced Life Support joint powers authority comprised of countywide fire departments, a working group will be formed to further investigate improved computer-aided dispatch technology to optimize response time performance to critical incidents.

Like other departments, the Parks Department is taking a back-to-basics approach in terms of parks maintenance and operations, and facility upgrades and/or repairs to critical capital assets that are essential to provide safe, sanitary, efficient, and fully functional facilities for public use and enjoyment. In March 2008, Public Works completed a comprehensive evaluation of all County facilities. The evaluation rated each facility and created a Facilities Condition Information System (FCIS) that is used in the Five-Year Capital Improvement Program (CIP) priority-setting process. The Recommended Budget includes the annual update to the five-year CIP, with a detailed list of projects and funding sources. This year's Capital Improvement Program (CIP) is less robust than previous years due to reduced resources, in terms of funding and project staffing. The focus of the CIP is nearly entirely on maintenance and rehabilitation of existing infrastructure, with an emphasis on work that will extend useful lifetimes, reduce future energy needs and operating costs, and reduce the County's overall carbon footprint. Federal American Recovery and Reinvestment Act (ARRA) funds are being leveraged to the fullest extent possible to further our goal of preserving infrastructure. The Public Works Department is also pursuing State Revolving Fund loans for improvements to our sanitary sewer districts in order to minimize the impact of the improvements on user fees paid by customers as a part of the sewer improvement solution.

Partnerships and Civics

One of the County's many hallmarks is its elaborate network of partnerships. Expanding on existing relationships and emphasizing informed resident engagement will be key ingredients to success in the years ahead, as the County wrestles with the inevitable tension and inherent tradeoffs between increased needs and demands for services and fewer resources. A strong track record of collaboration provides a solid base upon which to build; including our recent experiences with efforts associated with the "economic urgency initiative" that demonstrate a more extensive and intimate safety-network of partnerships is both viable and sustainable over time. On balance, we are well positioned to honor our commitments to the community and make further headway on a variety of fronts even during the challenging months ahead.

Departments have forged strong ties and relationships with stakeholders. What will be needed in the future is a broad-based coalition that understands the County and its complex array of services. We must better educate our residents in order for them to participate in a constructive dialogue about what role each of us must play and what choices we make to achieve our Shared Vision.

The Human Resources Department will continue to expand collaborative partnerships with its internal and external customers, including nonprofits, educational institutions and governmental agencies, and continue its efforts to enhance organizational effectiveness during this economic downturn. The Parks Department continues to build capacity for new volunteer activities that support department goals, enhance volunteer-staff relations and cultivate community partnerships. The Parks Department has prepared an updated trail master plan that will provide multi-agency coordination of trails and trail development throughout the Peninsula, including a robust mountain bike trail network and changes in County policy to allow mountain bikes on designated trails. Collaborations around the implementation of the Mid-Coast Plan could lead to local city-type recreational programs, facilities and services for the communities of El Granada, Princeton, Miramar, Montara and Moss Beach.

In the Health System arena, the priority is to make significant progress in addressing long-term community health challenges and reducing health disparities through community partnerships. The trends are consistent and compelling with respect to the burden of disease and premature death, necessitating that we are engaged in targeted and long-term prevention efforts to disrupt these patterns and prevent disease and extend life. Key accomplishments include implementing Mental Health Services Act (MHSA) initiatives related to community engagement and outreach to diverse and underserved populations, partnering with cities and

regional planning agencies to change our built environment to consider health and building a local and sustainable food system. Another example is the system-wide effort to improve access and expand coverage for underserved residents, that stems from the Blue Ribbon Task Force on Adult Coverage Expansion, by building on the progress made in terms of: (1) working with our existing ten major healthcare delivery organizations serving the county to develop a Community Health Network for the Underserved, that is aimed at meeting the needs of the uninsured and publicly covered population in a coordinated manner, (2) in partnership with the Health Plan of San Mateo, implementing a unified administration of the County's indigent care programs, and (3) the inaugural launch of the Innovative Care Clinic at SMMC, which implements key evidence-based practices to improve the care of the growing number of patients with a chronic disease.

In the Vision 2025 development process, we heard repeatedly that the range of housing options in San Mateo County is too limited, with too many members of our community unable to afford to live here. As a consequence, many spend too much, drive too far and feel disconnected. Yet change at the scale necessary to address this imbalance will require a shift in the way we think about housing solutions. To meet this challenge, the County has stretched the mission of its Housing Department beyond the traditional scope of operating critical, federally funded affordable housing programs. The Department works increasingly more with and through partner agencies to inform, align, empower and enlarge a growing "housing positive" network comprising thousands of individuals, hundreds of organizations and numerous countywide collaboratives. The Housing Authority launched a five-year "asset repositioning" initiative to more fully utilize its portfolio to serve more households with a broader range of services at a lower public cost. In Half Moon Bay this led to adoption of a master plan for a full-service senior campus that will integrate the services of four partner agencies and triple the number of seniors served.

The Sheriff and the Criminal Justice supervisors recently appointed a Jail Planning Advisory Committee (JPAC) that is actively engaged in the facility planning process. The Jail Planning Unit is scheduling community outreach meetings to give community members an opportunity to comment on jail sites, as the Sheriff's Office continues to operate alternative custody programs in conjunction with the Court that aids in reducing overcrowding. Additionally, the Sheriff's Office is taking an interdisciplinary approach to managing jail populations and reentry planning that coordinates with Probation, the Court, Correctional Health, the Service League and other community-based treatment providers in assisting inmates in making successful transitions back into the community that should ultimately reduce recidivism.

Public Safety Communications is in the process of working with their partners in public safety by forming a Technology Users Group whose first objective will be looking at the feasibility of replacement or enhancement of PSC's Computer Aided Dispatch System. Other technologies to be examined by this Committee are Internet based fire station alert and Next Generation 911 systems to include video conferencing and instant messaging calls for service.

Prevention and Early Intervention Services will continue to turn to community-based nonprofit partnerships in the provision of essential safety net services to individuals and families that enhance residents' ability to achieve self-sufficiency. These partnerships are especially critical in areas of the county that have limited access to other community resources. For instance, to better serve the population in the south coast area of the county, HSA has recommended that Puente de la Costa Sur, a multi-service community based organization in Pescadero, be identified as an additional Core Service Agency.

A "startup" example that shows considerable promise is the success demonstrated with the newly created Economic Urgency Assistance Program, which has brought some new partners to the table and expands upon previous collaboration efforts in meeting the emergent health and human service needs of the community. County staff have outreached to the nonprofit sector and the philanthropic community to identify what residents need and to enlist the aid of those individuals and companies who can donate.

Innovation and Focus

"A crisis is a horrible thing to waste." For San Mateo County, our ability to innovate and adapt will be essential to our success. We cannot hand-wring about what we cannot control, but must move forward deliberately in the midst of incredible uncertainty. We must rise to the challenge and muster the energy and resolve to "Do the right things right".

The magnitude of the challenge we face as an organization and community requires that we think in new ways. As Albert Einstein said: "We cannot solve today's problems with same thinking that created them". There are compelling reasons and an immediate and very serious need to think outside the box. Fortunately, we have staff at all levels that are accustomed to looking at new ways to provide services in volatile times. In some cases, we will reorganize to maintain service delivery and improve coordination. In

the example of the County's public health related responsibilities, this included both functions aimed at protecting the wellbeing of the entire San Mateo County population and a healthcare delivery system that functions to serve targeted, vulnerable populations. The Health System Chief is now responsible for the San Mateo Medical Center and clinics and the former Health Department, along with the newly created Community Health Division. Singular accountability for this range of public health functions will assist the County and community in finding additional opportunities for connecting and integrating approaches.

Throughout the organization staff are implementing new evidence-based practices as proven cost effective methods for achieving improved outcomes. The Juvenile Services Division within Probation has adopted the Positive Achievement Change Tool (PACT) as a means of identifying factors contributing to each minor's delinquent behavior. Once those factors are identified through the validated instrument, a case plan is developed to target those areas of risk thereby reducing future delinquency and improving outcomes. The Adult Division adopted the Correctional Assessment and Intervention System (CAIS) tool, a validated risk and needs assessment tool developed by the National Council on Crime and Delinquency. We anticipate a total of 750 clients will be in the CAIS database by December. So far, the two highest need areas for clients include alcohol and/or drug abuse (66 percent) and emotional factors (59 percent).

Currently, Revenue Services cashiers assist Revenue Services customers and Treasurer cashiers serve their customers. All cashiers will be cross-trained thereby extending service ability and enabling better consistency and improved supervision, which then allows Revenue Services to focus more on collections.

The Department of Child Support Services has developed a comprehensive Early Intervention Plan. Despite years of success, the Department continues to target performance improvement projects with the goal to eclipse benchmarks and set new standards of performance. The Department has moved away from historically expensive enforcement actions and is focused proactively on cost effective pre-judgment activities that reap benefits of increase client collaboration and order compliance.

In other areas, using technology automates work and improves customer service. For example, with the implementation of a statewide child support interactive voice response (IVR) system, the option of cooperative services has become feasible. Our Department of Child Support Services was approached by the California Department of Child Support Services to pilot a shared service Call Center in San Mateo for answering client calls from San Benito and Santa Cruz Counties. A similar IVR system in the Revenue Services Division enhances their ability to assist customers in a more efficient and timely manner. General questions can be answered by the system and customers will be able to make payments by credit card.

Consistent with the Information Technology Strategic Plan, the Information Services Department will be increasing their efforts in file server and mass storage virtualization as well as work-flow based computing. At a macro-level, virtualization technologies provide increased computing power while reducing energy use and costs associated with the ever-increasing need for electronic document storage space. Work-flow based computing results in a reduction in time and effort associated with tasks County staff perform. An example of a work-flow based initiative is the implementation of the County's Learning Management System that not only reduces the amount of time required to request, approve and record a training enrollment request but also improves record keeping.

In conjunction with ISD and the Human Resources Department, the Controller's Office will be replacing the paper payroll advices with electronic advices delivered to each employee in their ATKS email account as it continues to push for 100 percent employee participation in the payroll direct deposit program (currently over 98 percent of employees participate). The Controller's Office will be working to provide quicker electronic transfer payments to vendors who agree to discount their prices. In its role of providing a sound internal financial control environment, the Controller's Office is applying Sarbanes-Oxley type internal control reviews for major transaction cycles and is also implementing a financial system upgrade to standardize and improve grant monitoring and reporting Countywide as recommended by the Grand Jury Auditors.

In Conclusion

As a community and organization, we have a clear Vision of our future: A sustainable San Mateo County. And, we have a Plan that will enable us to overcome near-term challenges and achieve our goals.

The Board well understands that the elimination of our structural imbalance will require some difficult decisions about service levels, salary and benefit costs and capital project priorities. The unprecedented State budget crisis will continue to require our collective, steadfast resolve and perseverance in the coming months ahead as we struggle with our structural budget imbalance

and as demands on local government services grow. We will ultimately succeed, however, for people are counting on us; and, as John Maltbie would remind us: "Tough times reveal the values and character of an organization."

We encourage everyone in our diverse community to become involved in the ensuing dialogue, especially those whose voices may not often be heard in the halls of government. It is both an opportunity to influence the future and a civic obligation. With a plan comes a corresponding responsibility to see it through. The Board and our employees have repeatedly demonstrated their commitment to the discipline and hard work that will be required to achieve our goals and honor our commitments to serve those who need us the most. As General Dwight Eisenhower aptly put it: "The plan is nothing. Planning is everything." For us in San Mateo County, this means that we need to constantly maintain focus as we adjust to changing circumstances and work together toward our shared vision of a bright and sustainable future.

Finally, I would like to express sincere appreciation to the Board of Supervisors for its extraordinary and visionary leadership, and for its unequivocal support of staff and compassion for the unfortunate. I recognize each of our departments for their passionate service rendered to our public that is manifest every day all around the County, under challenging conditions and without fanfare.

I want to personally thank former County Manager John Maltbie, in particular, for his twenty years of incredible service to the people of San Mateo County and to those other leaders who have left a lasting legacy and to whom we owe so very much. And, I want to acknowledge and praise the remarkable teamwork embodied by those who gave their very best in putting this budget together in particularly trying times: Reyna Farrales, Peggy Jensen, Mary McMillan, Jim Saco, Joanne Ward, Dennis O'Rourke, Michael Bolander, Jeremy Dennis, Conrad Fernandes, Hong Yan Liu, Angela Sajuthi, Donna Tucker, Ashnita Narayan, Marshall Wilson, Connie-Juarez-Diroll, Betsy Jack, Mina Lim, Marie Peterson, Rebecca Romero, Jack Yaco, and Stefanie Vella.

It is my honor to work with the dedicated people who serve our wonderful County.

David S. Boesch



County Manager

SHARED VISION 2025



In the fall of 2007, the San Mateo County Board of Supervisors determined it was time to update the Shared Vision 2010, the 10 commitments and 25 goals adopted by the Board in 2000. A consultant team, Collaborative Economics was retained to facilitate the process. An inclusive stakeholder Community Steering Committee was established and convened to develop the framework. A San Mateo County "Issues Briefing Book" was prepared to provide current data on the progress achieving Shared Vision 2010 and to initiate the revision process. Working with the briefing materials, the Community Steering Committee framed the community process, with these questions: *Where are we now? Where are we going? Where do we want to be? What do we want to look like?*

Over a four-month period, a total of ten community forums were conducted across the county. Residents came together to discuss the future of the county, set and vote to prioritize goals. The kick-off was held on a Saturday morning at the Redwood City/History Museum, followed by four evening sessions at the Foster City Hall, Millbrae City Council Chambers, Daly City Council Chambers, and the Half Moon Bay/IDES Hall. A forum for County staff was conducted at Atherton's Holbrook Palmer Park and the stakeholder Community Steering Committee met a final time in the Redwood City Board Chambers. Two forums were conducted in Spanish one at the North Fairs Oaks Community Center and a second at the San Mateo Library.

In partnership with the San Mateo County Youth Commission, the County conducted its first Youth Town Hall meeting. This visioning forum garnered the largest crowd of more than 100 youth from age 12 to 18 years old. They worked in small groups, with each electing a spokes person to report out their goals. The youth voted to establish their desired future direction for the county.

Additionally, over the same four-month period an online survey generated 680 completed questionnaires. Together, more than 1,500 individuals participated in the Shared Vision 2025 process answering the same question presented at the forums: *What are the most important goals that San Mateo County should set for the year 2025?*

In the fall of 2008, the San Mateo County Board of Supervisors approved **Shared Vision 2025** reflecting the goals set through the community process. Shared Vision 2025 paints a picture of the desired future through five high-level outcome statements. Each statement fully reflects and incorporates both the verbiage used and the priorities that were consistently expressed, voted on and ranked the highest by the community. Gone is the Shared Vision 2010 ten commitments and 25 discrete goals. Instead, the community envisions a future with five broad outcome areas, recognizing the interconnectedness of our communities' people, policies and programs. It places an emphasis on inclusiveness and requires greater collaboration. Shared Vision 2025 expresses a desire for a sustainable community.

Healthy

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

Livable

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

Prosperous

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

Environmentally Conscious

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

Collaborative

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

From the beginning of the community process, initiated more than 10 years ago with Shared Vision 2010, the San Mateo County Board of Supervisors has regarded “visioning” not as a project, but rather a dynamic process. The Shared Vision plan has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.

Shared Vision 2025 Accomplishments and Key Department Initiatives Healthy Community

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

ACCOMPLISHMENTS

HEALTH SYSTEM-HEALTH DEPARTMENT

Engaging and Partnering with Communities

- Collaborated with the San Mateo County Youth Commission to develop policy level recommendations that accompanied the Peninsula Partnership Leadership Council Bill of Rights for the Children and Youth of San Mateo County, which was adopted by the Board of Supervisors (BOS) in October 2008
- Met key milestones in preventing childhood obesity by launching two healthy eating and active living clearinghouse websites in collaboration with over 75 community partners. Web addresses www.getthehealthysmc.org and www.yspacesmc.org are the first clearinghouse sites dedicated to local information and materials for parents, educators, health professionals, youth and policy makers
- Facilitated a working group to improve health and social services in Pescadero with participation from county and Pescadero organizations, which has resulted in a collaborative workplan, early improvements and submission of a funding proposal to a private foundation

Building Internal Capacity

- Adopted two policies to improve linguistic access to services for Limited English Proficient (LEP) clients: 1) no use of minors and careful use of family members for interpretation; and 2) mandatory notification of a right to interpretation services for clients. This included completion of a Request for Proposals (RFP) process for interpretation and translation services, training of over 1,000 Health System employees, and development of new resources and materials for staff to succeed in implementing the policies
- Implemented Aging and Adult Services (AAS) Uniform Assessment Tool pilot project in accordance with Assembly Bill 786 to strategically contribute to the County's progress on an integrated, comprehensive, and truly client-centered long-term care system

Influencing Systems and Policy

- Completed four policy briefs using data from the Aging 2020-2030 Model adopted by the BOS in October 2007. The briefs were presented at over 50 community forums and included partnerships with the Department of Housing and SamTrans
- Strengthened the Health System's capacity for disaster preparedness by training 202 employees in Incident Command and enlisting participation of 1,100 people in various exercises in communications, mass vaccination, and incident management. The "Silver Dragon" exercise completed in March 2009 included

10 fire districts and 500 participants. San Mateo County's use of the California Health Alert Network (CAHAN) was ranked #2 in the state based on number of registrants and test activity

Improving Access and Services

- Aging and Adult Services (AAS) in partnership with the San Mateo Medical Center (SMMC) negotiated, collaborated, and implemented the Meals on Wheels program in the north and central county regions to ensure continuity of services and align with the vision of the county to help vulnerable people achieve a better quality of life
- Implemented Year Two of the Healthier Outcomes through Multidisciplinary Engagement (HOME) Team program to provide comprehensive case management to frequent users of the SMMC Emergency Department (ED) in order to improve health outcomes and reduce ED visits. The HOME Team was awarded a San Mateo County STARS Award for excellence in program performance as a result of successfully reducing ED use among more than half of the HOME Team clients by 50%
- In partnership with the Women's Recovery Association, Behavioral Health and Recovery Services (BHRS) implemented a pilot project that more appropriately aligns the necessary alcohol and other drug treatment and recovery support for women for a minimum of one year
- Using the recommendations of a one-year stakeholder collaborative process, completed an RFP process and negotiated contract with the selected contractor for countywide emergency and ambulance services
- Expanded behavioral health services provided through primary care through a partnership with Ravenswood Family Health Center

HEALTH SYSTEM-SAN MATEO MEDICAL CENTER

- Opened an Innovative Care Clinic utilizing a "radically redesigned" approach to care delivery focused on effective and efficient chronic disease management
- Successfully competed for a \$300,000 Access to Specialty Care grant from Kaiser Northern California Community Benefit Program which will improve access by redesigning clinic flow in specified specialty clinics; implementing a new "smart" referral system to ensure that all prerequisite testing and analysis is completed prior to a specialty referral; and utilizing physician extenders in specified specialty clinics
- Implemented "Provider at Triage" and "Rapid Medical Evaluation" programs to improve patient flow in the ED
- Initiated implementation of an Ambulatory Electronic Medical Record (AEMR) system to improve quality, patient safety and efficiency in the outpatient clinics
- Successfully completed the Joint Commission and Centers for Medicare and Medicaid Services (CMS) Laboratory Validation Surveys with 100% compliance rating

- Continued to keep system-wide outpatient cycle time (time from entry into the clinic to departure from the clinic) below 60 minutes
- Achieved compliance with all state regulations governing long-term care campuses in annual State Department of Health Services survey with no substandard care identified
- Collaborated with Behavioral Health and Recovery Services and Aging and Adult Services in a comprehensive review of clinical and resource issues related to individuals served by all three agencies to identify alternatives for reducing unnecessary acute hospitalizations
- Implemented a Recycle and Energy Conservation program by switching to energy-efficient lighting, temperature adjustments, and economizer function, resulting in rebates of \$85,000 from PG&E
- Utilized additional local grant funding to increase the number of gang culture and activity presentations by 100%, thereby reaching in excess of 3,480 teachers, parents, and residents
- Continued participation in a coordinated law enforcement effort to reduce gang violence in high-risk communities and to increase the law enforcement profile in the communities
- Continue to collaborate with the Superior Court to accept a more accurate standard of urinalysis that detects lower levels of illegal drugs. This new standard discourages false negative results, relapse, and many attempts at sample tampering

DISTRICT ATTORNEY

- Participated in establishing a culture of “the greening” of both this office and the county. This office has not only participated in the County’s Green Team, it has assigned the Chief Deputy District Attorney and Financial Services Manager to implement a green culture throughout the office
- Processed many complaints from consumers who have been victimized by unlicensed building contractors. Prosecutors worked with Contractor State License Board investigators, District Attorney’s Office Inspectors and the Menlo Park, San Carlos and Belmont Police Departments to conduct sting operations that resulted in the prosecution of 22 cases

SHERIFF’S OFFICE

- 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
- Completed the final phase of staffing the Relief Staffing Unit, providing relief staffing to core services in the Jail, Patrol and Inmate Transportation, reducing reliance on overtime to meet service needs
- Expanded Transit Police Services with the addition of four staff, taking over all security 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 removal of young children from drug abuse and drug crime homes
- In partnership with the Department of Public Works, rehabilitated the Medium Security Facility in La Honda to prepare the County for emergent overcrowding in our existing correctional facilities, and to provide inmate housing needed during construction of the replacement correctional facility

CORONER’S OFFICE

- Reduced the time it takes to make available the Coroner’s report to decedents’ families from 21 days to 19 days
- Created brochure materials and online information to educate the public on the responsibilities and role of the Coroner’s Office
- Implemented a new Firearms Release Policy and countywide Donation Policy in accordance with the Department of Justice and Sheriffs Office rules and regulations
- Developed a Coroner’s “Trauma Bear” program to assist children immediately following the loss of a parent or loved one

HUMAN SERVICES AGENCY

- Human Services Agency (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 HSA’s commitment to the highest practice standards in its administration of human services to the residents of San Mateo County
- HSA continued to partner with the Health System, San Mateo Medical Center (SMMC), and Health Plan of San Mateo (HPSM) to increase Medi-Cal enrollments. As of November 2008, there are 55,366 total Medi-Cal recipients (53% adults, 47% children), which represents a 2% increase from the prior year. Contributed to the county Health Redesign Initiative by: standardizing the Medi-Cal referral process between the SMMC Community Health Advocates and the HSA Benefits Analyst 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

PROBATION DEPARTMENT

- Completed a comprehensive review of staffing and training in the Institution Services Division to ensure that youth are protected in a safe and secure manner
- Collaborated with the Courts, Private Defender, District Attorney, and other County agencies to develop plans for youth who are returning to the county from state custody and youth who violate the conditions of state-supervised parole in the community. These planning efforts are ongoing
- Expanded the Electronic Monitoring Program (EMP) and community programming to provide alternatives to detention that keeps youth in their home environment

Medi-Cal Newborn referral and Tuberculosis referral processes and providing training to San Mateo Medical Center (SMMC) clinicians; and organizing orientation and “meet and greet” sessions between SMMC Community Health Advocates and Human Services Agency Benefits Analysts to better understand their respective roles and responsibilities

- Increased the monthly Food Stamp caseload to 5,070 at mid-year, so that 12,925 county residents are actively using the benefit, representing a 28% increase in the utilization

PLANNING AND BUILDING

- Collaborated with other County departments on the Health and Built Environment Committee to develop land use policies, programs, and regulations that promote public health

DEPARTMENT OF HOUSING

- Extended funding for the Family Self-Sufficiency, Shelter Plus Care, and Moving To Work programs
- Maintained nearly full utilization of rental assistance vouchers

DEPARTMENT OF PUBLIC WORKS

- Completed several systems upgrades at the Health and Hospital facilities including HVAC heating and cooling systems, temperature control system, water treatment system, and a medical gas monitoring system
- Completed a 12,720 gross square foot Leadership in Energy and Environmental Design (LEED) Certified Children’s Receiving Home at the Youth Services Center campus
- Enhanced the safety of flight operations at the San Carlos Airport with the installation of automated 24-hour weather reporting equipment
- Provided graffiti abatement services for the unincorporated areas and four San Mateo County cities, and trained additional staff in order to expand services to other communities
- Constructed a major landslide stabilization project to protect homes and roadways in the La Honda community, with funding from the County, State Office of Emergency Services, and the community through the formation of an Assessment District
- Installed new storm drainage facilities in the Moss Beach Area
- Installed pedestrian lighted crosswalks along portions of Middlefield Road in North Fair Oaks and Barney Avenue in West Menlo Park

INFORMATION SERVICES DEPARTMENT

- Implemented a Blood Bank system, which benefits Health System clients as well as the community through improving patient safety, efficiency and durability. Electronic tracking of patient records and transfusion service history reduces the potential for errors compared to paper records because there is one record for each patient and this single record is updated by multiple care providers. Additionally, the Blood Bank system can be integrated with patient bar code identification currently in use at the Health System, further increasing patient safety

KEY DEPARTMENT INITIATIVES

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

Lead Department / Agency: Health System—Health Department

Major Issues to be Addressed:

- A growing body of research shows that many U.S. population groups, including racial and ethnic minority groups such as African Americans, Hispanics / Latinos, Asian Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and/or socioeconomic groups such as low-income and rural populations, experience a disproportionately high burden of disease and mortality
- San Mateo County exhibits these same trends in health disparities, and reducing them requires concerted actions across a wide range of factors including place, partnerships, and addressing the social determinants of health such as education, inequality, income, 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 communities

Goals:

- Reduce health disparities
- Engage the community in addressing the social determinants of health

Objectives:

- By 2010, reduce levels of childhood overweight from 25% to 20%
- By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%
- Increase 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 (MHSA) planning through focused efforts to improve access to mental health services, initially focusing on partnerships with at least two ethnic communities in the county

Partners:

- Human Services Agency
- San Mateo Medical Center
- Health Plan of San Mateo
- First 5 San Mateo County
- Department of Housing
- Parks Department
- Planning and Building Department
- SamTrans
- County Office of Education

2. Influencing Systems and Policy: Health System Redesign/ Chronic Disease Model of Care

Lead Department / Agency: Health System—Health Department

Major Issues to be Addressed:

- Increasing prevalence of chronic disease
- Demographic shifts indicating a 72% increase in the older adult population over the next 10-15 years
- The need to balance current needs that exceed available resources with the legitimate needs of future populations
- Continued escalation in the cost of delivering healthcare services
- Significantly higher rates of chronic medical disease among clients with a mental health diagnosis than other publicly insured adults

Goals:

- Improve access to services and care, with a concentrated focus on preventive services
- Improve management of chronic disease across systems to ensure efficiency and effectiveness in care coordination and targeting of medical resources

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 on Adult Health Care Coverage Expansion
- Decrease Emergency Department, and higher levels of care use
- Increase linkages between delivery of mental health, primary care and community-based services

Partners:

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

3. Implement the Health System Redesign Initiative

Lead Department / Agency: Health System—San Mateo Medical Center (SMMC)

Major Issue to be Addressed:

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

Goals:

- Improve the efficiency of care
- Improve the cost effectiveness of care

Objectives:

- Build a Community Health Network comprised of San Mateo County, private hospitals, physicians and community based organizations
- Develop alternative care settings for patients that enable care in the least restrictive and most cost-effective setting
- Enhance physician leadership and structures to strengthen alignment of responsibilities
- Adopt and disseminate a chronic care and care management approach across SMMC's settings of care delivery
- Enhance eligibility and enrollment efforts to maximize coverage for clients and revenues to support care delivery
- Continue developing the long term care service line
- Implement revenue strategies to increase resources available to sustain and propel SMMC's mission

Partners:

- County Manager's Office
- Health Plan of San Mateo
- Private hospitals, physicians and other providers in the community

4. Revenue Cycle Improvement

Lead Department / Agency: Health System—San Mateo Medical Center (SMMC)

Major Issue to be Addressed:

- SMMC strives to be good stewards of the County's resources while providing quality care and internal and external assessments indicate that there are opportunities to enhance cash collections and improve the financial standing of the SMMC

Goals:

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

Objectives:

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

Partners:

- Healthcare Advisory Board
- Patients and Payor Sources
- Revenue Services

5. Provide Detention Facilities that Meet Current and Future County Custody Needs

Lead Department / Agency: Sheriff's Office

Major Issues to be Addressed:

- Obsolete, overcrowded, inadequate Women's Correctional Center facility — the current facility is structurally outdated, unable to adequately handle today's offenders' health and welfare needs, and operates at an Average Daily Population 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 MCF, a 16-year old facility, 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, and protective custody from potential predators. Managing the current population in overcrowded conditions creates difficult logistics in housing inmates
- As the Court and the County's Criminal Justice Departments implement the Criminal Justice Information System (CJIS) Migration Plan, the Sheriff's Office must procure and implement a Jail Management System

Goal:

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

Objectives:

- A 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 MCF and allow for proper maintenance of MCF 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

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

6. Treatment and Rehabilitation of Youth Formerly Placed Under State Supervision

Lead Department / Agency: Probation Department

Major Issues to be Addressed:

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

Goal:

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

Objectives:

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

Partners:

- County Office of Education
- Superior Court
- District Attorney's Office
- Health System (Correctional Health and Mental Health Divisions)
- Human Services Agency
- Parents, guardians, relatives, community leaders, and mentors
- Private Defender
- Vocational training providers

7. Positive Change in Youth's Criminogenic Risk and Needs

Lead Department / Agency: Probation Department

Major Issues to be Addressed:

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

Goal:

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

Objectives:

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

Partners:

- Community based treatment providers
- Superior Court

8. Strengthening Child Safety, Permanence, and Well-Being

Lead Department / Agency: Human Services Agency

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

Goals:

- Children are, first and foremost, protected from abuse and neglect
- Children have permanence and stability in their living situations
- Family relationships and connections to children are valued and will be preserved whenever possible
- Community partnerships are valuable and necessary to address the needs of children and families
- Child Welfare Services (CWS) staffing and services will reflect county demographics related to race, culture, and language to ensure fairness and equity for all

Objectives:

- Strengthen the Independent Living Program by developing additional housing resources and support services
- Provide the necessary supports to relative and non-relative guardian caregivers in order to stabilize placements
- Decrease the overrepresentation of children of color in out-of-home care
- Conduct targeted foster parent recruitment in high need communities
- Move children to permanency as early as possible and decrease the number of placement moves
- Transition to using a new evidence-based child abuse risk assessment tool for child abuse assessments
- Ensure services are available in the clients' language, culture, and geographic area
- Ensure child welfare staff have the resources needed to provide culturally and linguistically competent case management

Partners:

- Board of Supervisors
- County Manager's Office
- California Department of Social Services
- Other HSA programs
- Law enforcement agencies
- Other County departments
- Community based organizations
- School districts
- Golden Gate Regional Center
- Foundations
- Casey Foundation California Disproportionality Project

9. Partnering to Support Community Well-Being

Lead Department / Agency: Human Services Agency

Major Issues to be Addressed:

- Using prevention and early intervention activities to promote self-sufficiency and the overall health and well-being of individuals, youth, families, and communities
- Providing quality and accessible integrated services for families
- Using data and client information effectively
- Sustaining funding of prevention and early intervention services
- Maintaining collaborative relationships with an increasing array of community partners
- Responding to and prioritizing contract providers and community requests for additional funding regarding the increased demands for shelter and safety net services
- Preparing for the increased need for veterans services

Goals:

- Support, through the array of safety net providers, the increasing demand for services
- Develop and utilize data and client information effectively
- Meet adequate staffing levels to meet service needs of the veterans population

Objectives:

- Partner with the countywide economic urgency response initiative to maximize and leverage resources and collaboration in meeting needs for safety net services
- Publish a bi-annual Community Safety Net report card including the Core Service Agencies and shelter providers to monitor performance outcomes
- Use results of the 2009 Homeless Census report to prioritize and tailor strategies and services for meeting the needs of the homeless population
- Evaluate current models of delivering prevention and early intervention services in the Family Resource Centers

- Provide veterans and their families with appropriate services and referrals

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 (alliance of nonprofits agencies of San Mateo County)
- Community Colleges
- Veterans Serving Programs

Shared Vision 2025 Accomplishments and Key Department Initiatives Prosperous Community

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

ACCOMPLISHMENTS

SHERIFF'S OFFICE

- In partnership with the North Fair Oaks Community and the Board of Supervisors, successfully coordinated the Seventh annual North Fair Oaks Community Festival

HUMAN SERVICES AGENCY

- In September 2008, Human Services Agency (HSA) convened the first session of the green collar summit series. The summit is one of the first steps in achieving the county's goal of creating career paths into green collar jobs for residents
- HSA provided employment services (e.g., job preparation workshops, job postings, and follow up services) to an estimated 3,100 youth during FY 2008-09 in the Jobs for Youth program. HSA expanded summer employment opportunities by funding 10 stipends with the Summer Employment Program in East Palo Alto. HSA created business partnerships to provide jobs and internship opportunities for youth to achieve self-sufficiency through employment. From 2005 through 2008, 21 Jobs for Youth summer interns were hired to fill permanent positions in several County departments

HUMAN RESOURCES

- Designed and presented countywide and department-specific training sessions on requested Employee / Labor Relations topics including Corrective Action, Performance Evaluations, Labor Relations Basics, Performance Management and Ethics as well as developed several new safety training courses including CPR, back safety lifting and ergonomics
- Implemented Deferred Compensation Loan Program to assist employees in meeting their financial obligations and developed a retiree health savings account program
- Expanded greening efforts by converting training catalog into "Career Development Guide" to support County's succession efforts and incentives and implementing several Electronic Document Management System initiatives, including a pilot with the Department of Child Support Services to convert Civil Service / Personnel Files into electronic format
- Initiated a Human Resources Information System (HRIS) assessment to assist with the compilation of employee data and reporting
- Installed an electronic kiosk to allow potential candidates to apply online

KEY DEPARTMENT INITIATIVES

1. Outcomes for CalWORKs, MediCal, Food Stamps, and Workforce Development

Lead Department / Agency: Human Services Agency

Major Issues to be Addressed:

- Promoting stable economic self-sufficiency outcomes for individuals and families who struggle to make ends meet 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 CalWORKs Welfare to Work client participation in employment-related activities by leveraging economic stimulus projects coming into the county
- 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 competent service delivery for clients in public assistance programs

Goals:

- Promote greater economic self-sufficiency among residents
- Increase Food Stamp participation with continued community collaboration and outreach
- Engage CalWORKs clients in employment and employment-related activities to achieve a successful work participation rate
- 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 CalWORKs work participation rate to 25% for all families
- Increase the number of Medi-Cal participants by 3%
- Increase the number of Food Stamp participants by 20%
- Complete an assessment of 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

2. Early Intervention and Arrears Prevention Strategies

Lead Department / Agency: Department of Child Support Services

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
- Increase 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

Partners:

- Superior Court
- Human Services Agency
- Other local child support agencies
- Community Based Organizations and Non-Profits

3. Community Education and Awareness

Lead Department / Agency: Department of Child Support Services

Major Issue to be Addressed:

- During the economic downturn the community has an increased need for child support services. The Department's Community Education and Awareness Campaign seeks to promote free services to economically fragile families and laid off workers who are struggling to comply with court ordered child support obligations

Goals:

- Act as a safety net for economically fragile families by creating real gains in household income

- Increase the communities awareness regarding the services provided by the Department during these difficult economic times
- Expedite modification of existing child support orders for recently unemployed obligors

Objectives:

- Enhance the Department's public education and awareness campaign to fit the current needs of the community due to the economic downturn
- Foster relationships with community based and non-profit organizations to raise awareness of child support services within their populations
- Work collaboratively with financial institutions to provide community workshops that focus on preparing our youth for the financial responsibility of adulthood
- Reduce potentially uncollectable child support arrears
- Increase the likelihood for compliance by ensuring child support orders are appropriate and established based on the obligor's current income capacity
- Increase overall awareness of the Department's services for those in need

Partners:

- Fatherhood Collaborative of San Mateo County
- East Palo Alto Re-Entry Program
- Free At Last of East Palo Alto
- Veteran's Administration
- Wells Fargo Community Development Office
- Youth Commission
- Schools in San Mateo County

4. Expand the County's Workforce and Succession Management Programs

Lead Department / Agency: Human Resources Department

Major Issues to be Addressed:

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

Goals:

- Develop and implement a robust succession planning program to assure that high potential employees are developed to fill key leadership vacancies
- Recruit and retain a workforce that reflects the diversity in the County
- Promote the County as an employer of choice
- 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
- Increase the types of training courses offered to staff
- Hire key personnel prior to departure of the incumbent
- Increase the number of qualified applicants
- Increase the number of employees with development plans that include the integration of core competencies
- Increase percent of managers satisfied with new hires
- Increase percent of employees meeting the 20-hour training targets

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

5. Develop and Implement Strategic Approaches to Enhance Organizational Effectiveness

Lead Department / Agency: Human Resources Department

Major Issues to be Addressed:

- The County's financial condition requires the Human Resources (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:

- HR is utilized as a consultant that collaborates with departments and other agencies to increase performance capability and meet organizational goals
- Aligned employee performance goals with department and organizational goals
- Identify opportunities to grow revenue and improve financial position to create long-term sustainable HR 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 HR is helping meet their strategic goals
- Review existing services and identify opportunities for fee-for-service opportunities, e.g., training services

Partners:

- County Manager's Office
- All County departments
- Community

6. Collaborate with Partners to Create a Sustainable Compensation Program

Lead Department / Agency: Human Resources Department

Major Issues to be Addressed:

- Increasing labor and retirement costs, including double-digit annual health care premiums, that account for significant 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 Absence program 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 the 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

Partners:

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

Shared Vision 2025 Accomplishments and Key Department Initiatives Livable Community

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

ACCOMPLISHMENTS

PLANNING AND BUILDING

- Collaborated with the Department of Housing on the extensive public outreach campaign and implementation of the Housing Element
- Obtained a competitive grant to update the North Fair Oaks Community Plan in a manner that will provide for a greater range of housing choices, including those that are transit oriented

DEPARTMENT OF HOUSING

- Contributed funding to 55 affordable units in development throughout the county
- Provided critical funding for Trestle Glen Apartments, a showcase transit-oriented development at the Colma BART station

KEY DEPARTMENT INITIATIVES

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

Lead Department / Agency: Planning and Building

Major Issues to be Addressed:

- The General Plan and Zoning Regulations have not been substantially reviewed in many years
- The next update of the County's Housing Element is due to the State in June 2009
- The Department has received grant funding to conduct a comprehensive North Fair Oaks Community Plan
- 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:

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

Objectives:

- Determine where the existing General Plan is deficient in complying with State-mandated planning requirements or addressing current issues such as climate change and green building

- Determine where the existing General Plan and associated Area Plans should be revised to provide current information and clearer policy, or to better implement Shared Vision 2025
- 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
- Update the General Plan taking into account recent developments in zoning theory

Partners:

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

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

Lead Department / Agency: Planning and Building

Major Issues to be Addressed:

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

Goal:

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

Objectives:

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

Partners:

- Board of Supervisors
- County Manager's Office
- Department of Public Works

- Environmental Health Services
- Planning Commission
- County Counsel
- CAL Fire
- Interested community groups

3. Countywide Housing Solutions Network

Lead Department / Agency: Department of Housing

Major Issues to be Addressed:

- Insufficient goal alignment and program coordination among the County, cities, agencies, and organizations
- Insufficient 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 develop measurable housing goals with feasible housing production targets that achieve them
- Produce targeted housing policy and implementation reports that will serve as valuable resources to local decision-makers, developers and community partners
- Increase annual funding five-fold for special needs housing

Partners:

- Human Services Agency, Center on Homelessness
- Behavioral Health and Recovery, Health System
- City/County Association of Governments (C/CAG), Housing Endowment and Regional Trust (HEART), Housing our People Effectively (HOPE), SamTrans, cities
- Nonprofit housing developers and service providers

4. Housing Authority Asset Repositioning

Lead Department / Agency: Department of Housing

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
- Affordable aging-in-place living opportunities are a high-priority need
- Two sites (HMV and MVW) 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

Goal:

- Replace aging affordable housing complexes (MWV and HMV) with an increased amount of new housing 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" a portion of Section 8 vouchers

Objectives:

- Establish a development plan among all partners for the new Half Moon Village campus
- Convert Midway Village and El Camino Village 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

Partners:

- City of Half Moon Bay
- Health System
- Nonprofit housing developers and service providers

Shared Vision 2025 Accomplishments and Key Department Initiatives Environmentally Conscious Community

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

ACCOMPLISHMENTS

SHERIFF'S OFFICE

- In partnership with Correctional Health and Department of Public Works, Maguire Correctional Facility (MCF) was recognized for Outstanding Green Efforts by the County STARS Committee

PLANNING AND BUILDING

- Conducted a detailed analysis of the Phase II Midcoast Groundwater Study and identified and evaluated alternative methods of addressing groundwater issues
- Initiated an update of the grading regulations to enhance watershed protection
- Began to evaluate potential improvements to the Local Coastal Program policies that protect environmentally sensitive habitat areas.
- Continued to work with other public agencies on the Devil's Slide Tunnel Public Access Committee to develop a management plan for the Highway 1 road alignment that will be replaced by the Devil's Slide tunnel

DEPARTMENT OF PUBLIC WORKS

- Implemented lighting retrofits at 14 Buildings including the MCF, with a reduction of over 587,000 kilowatt-hours (kWh) per year and 144 tons per year in CO₂ emissions
- Completed a new Meadowview Playground at Junipero Serra County Park in conjunction with the Parks Department
- Constructed the Mirada Surf West Coastal Trail Extension, in the Miramar Area, on behalf of the Parks Department
- Implemented an interactive website where County employees can register, order and pay for transit tickets, and request various subsidies online
- Expanded the alternative fuel vehicle program to include replacement of older mid-size cars, pickup trucks, and vans in the motor pool and assigned vehicle classes
- Implemented new waste reduction programs for schools, county facilities, businesses, residents and unincorporated construction projects

PARKS DEPARTMENT

- Completed 30 accessibility improvements for better access to park facilities
- Completed 13 major programs and capital projects budgeted at \$2,246,214

INFORMATION SERVICES DEPARTMENT

- Implemented a countywide PC Power Management Program. The PC power management program changes the default power savings settings inside the Windows operating system placing the PC into sleep mode earlier than the default settings. The projected annual reduction in CO₂ emissions is approximately 400 tons

KEY DEPARTMENT INITIATIVES

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

Lead Department / Agency: Department of Public Works

Major Issues to be Addressed:

- Maintenance of flood control facilities in areas that have become habitat to endangered / threatened species where lack of maintenance can result in flooding
- Establishment and adoption of sanitary sewer service rates that adequately support the needs and financial obligations of the County maintained sewer and sanitation districts in order to manage and reduce spills from sanitary sewer systems that contaminate creeks and other bodies of water and root intrusion that can infiltrate sewer lines and cause stoppages
- Excess amount of herbicides being introduced into the environment
- Lack of maintenance of roadside vegetation that can result in fires, vehicle accidents and other damage
- Trash and debris in water bodies or other sensitive areas

Goal:

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

Objectives:

- Obtain long-term regulatory permits to allow for annual maintenance of facilities
- Reduce sewer spills by establishing programs to educate customers, maintain routine maintenance schedules, identify trouble spots in the sewer collection systems, and make appropriate repairs
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agricultural Commissioner
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education

- Manage flood control facilities to ensure that they are free of obstructions, thereby protecting residents and businesses from damage resulting from flooding
- Work with homeowner association representatives and customers to develop sewer service charge rates for the Crystal Springs County Sanitation District and the Burlingame Hills Sewer Maintenance District that are acceptable to our customers while being adequate to fund required expenditures, outstanding debt, sewage treatment, and maintenance of the aging infrastructure

Partners:

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

2. Reduce the County's Impact on Climate Change by Reducing CO₂ Emissions

Lead Department / Agency: Department of Public Works

Major Issues to be Addressed:

- CO₂ and other greenhouse gases affect climate on a global level by increasing surface temperature, raising sea levels and increasing the strength and variability of weather incidents
- County facilities emit over approximately 15,000 tons of CO₂ per year, contributing to the climate change
- The CO₂ from the County comes from the use of (in decreasing order): electricity, natural gas, gasoline and diesel

Goal:

- Reduce County CO₂ emissions by at least 25% or 3,750 tons by 2010 (2005 baseline)

Objectives:

- Electricity supplied to existing County facilities by PG&E (the grid) will be reduced by 5% (2005 baseline)
- Energy efficient gas fired co-generation plants installed at the MCF, the Youth Service Center, and recently approved for the San Mateo County Center, 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 mpg by 2012. Since 2001 the average mpg for County passenger vehicles has been increased from 22 mpg to 28 mpg

- The Department will evaluate the cost effectiveness of using hydrogen fuel cell technology to supplement the production of electricity for County facilities

Partners:

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

3. Mid-Coast Action Plan for Parks and Recreation

Lead Department / Agency: Parks Department

Major Issues to be Addressed:

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

Goal:

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

Objectives:

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

Partners:

- Department of Public Works
- Mid Coast Community Council
- Mid Coast Parklands
- Mid Coast Parks and Recreation Committee

4. Volunteer Program

Lead Department / Agency: Parks Department

Major Issues to be Addressed:

- Static volunteer program with few revisions or improvements in past 10 years
- Dated recruitment, recognition and management processes

Goals:

- Build upon successful program practices and create new volunteer activities that support department goals
- Enhance volunteer / staff relation
- Cultivate community partnerships

Objectives:

- Increase number of volunteer program participants
- Increase awareness of volunteer program
- Develop tools that support volunteers / staff in their roles

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

5. Park Infrastructure Repair

Lead Department/Agency: Parks Department

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 American 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.

Goals:

- 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

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

6. Virtualization

Lead Department / Agency: Information Services Department

Major Issues to be Addressed:

- Replacing physical servers housed in the County's data centers with virtual servers
- Preserve and provide people access to our natural environment

Goal:

- Reduce energy use, carbon emissions and computing costs through the use of virtualization while increasing application availability and supporting the County's Information Technology Business Continuity Plan

Objectives:

- All applicable servers are operating in a virtual environment

Partners:

- County Manager's Office
- All County departments

7. Incorporating Workflow / Document Flow Automation in IT Initiatives

Lead Department/Agency: Information Services Department

Major Issue to be Addressed:

- Document management based on paper records is inefficient and can lead to duplication of efforts and the potential for lost records

Goal:

- Develop workflow-based systems that simplify processes and reduce the County's use of paper records

Objectives:

- Include a workflow automation component in new, applicable IT initiatives

Partners:

- All County Departments

Shared Vision 2025 Accomplishments and Key Department Initiatives Collaborative Community

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

ACCOMPLISHMENTS

SHERIFF'S OFFICE

- Received a 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
- Expanded Forensic Crime Lab revenue with new services to the City of Hayward
- Received County STARS award recognizing outstanding performance by the Gang Intelligence Unit and its support of the countywide Gang Task Force in FY 2007-08; coordinated and hosted a four-day Gang Symposium, training over 200 law enforcement personnel serving the County on criminal gang activity and gang crime prevention methods
- With funding from the Department of Homeland Security (DHS), began implementation of the Radio Interoperability Project to move all first responders to a designated radio wave for significantly increased regional communication ability
- 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 their court sentenced obligations
- In partnership with the Board of Supervisors, hosted San Mateo County's 4th annual Emergency Preparedness Day

DISTRICT ATTORNEY

- Worked cooperatively with the Gang Task Force (GTF), 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 GTF and the Gang Intelligence Unit, which resulted in a 95% conviction rate for all vertical gang cases
- Collaborated with the Ombudsman's Office to create a system of direct reporting of known or suspected physical, sexual and financial abuse of the elderly and developmentally disabled adults who reside in long-term care facilities
- Presented Information regarding all aspects of elder abuse, including but not limited to neglect, infliction of injury, sexual assault and financial exploitation to law enforcement, first responders and senior citizens' groups in an effort to broaden the public's awareness of issues effecting the most vulnerable in the community

HUMAN SERVICES AGENCY

- Human Services Agency (HSA) implemented year one of the new five-year Agency strategic plan, "Inspiring Individuals. Empowering Communities. 2008-2013"
- HSA increased public awareness of the Agency's programs with the wide use of local broadcast and cable television

HUMAN RESOURCES DEPARTMENT

- Renegotiated property and medical malpractice insurance premiums at lower rates
- Held several Farmers Markets to promote healthy eating habits for County employees
- Received Fit Business Award, platinum level, as an employer that champions employee health
- Received a STARS Award for outstanding customer service for the Recruitment and Selection Program and an honorable mention for exceptional program performance for the Employee Health and Fitness Program
- 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, and co-sponsored a Women's Health Conference, which attracted over 500 individuals

PLANNING AND BUILDING DEPARTMENT

- 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 Fitzgerald Marine Reserve Steering Committee
- Performed an assessment of current Williamson Act contract holders by circulating a survey. The survey information was utilized in drafting the County's revised Williamson Act Program, and new procedures and policies were drafted for consideration by the Planning Commission and Board of Supervisors
- Worked extensively with Coastal Commission staff to complete the processing of the Midcoast Local Coastal Program Update
- Worked with the County's Watershed Protection and Restoration and Coordination Committee to address water quality issues and evaluate potential changes in state regulations
- Analyzed and described the results of the Emerald Lake Hills community survey regarding design review and zoning standards
- Continued to work on an update of the comprehensive airport land use compatibility plan for the environs of San Francisco International Airport
- Developed revisions to zoning regulations to comply with state law regarding the processing of permits for secondary residential units
- Contributed to the County's effort to enhance the quality and use of its Geographic Information System (GIS)

- Processed a new ordinance to address the impacts and land use compatibility of telecommunication facilities (e.g., cell phone towers and antennas) in a manner that is consistent with recent state and federal laws
- Initiated revised grading regulations that, as part of the public outreach process for the Watershed Protection Program, address regulatory problems and take advantage of enhancement opportunities which will result in an improved set of regulations for both planning and building applications and processes for both staff and the public
- Instituted express over-the-counter building permits for kitchen and bathroom remodels, online permitting for simple building permits, and express service and reviews for solar photo voltaic building permits, as well as updates to the interactive voice response system (IVR) in Building Inspection for the public to access their time of inspection

DEPARTMENT OF HOUSING

- Launched Countywide Housing Strategy project and published Housing Needs Study summary
- Organized, 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

DEPARTMENT OF PUBLIC WORKS

- Developed sewer service rates through an extensive public process to adequately finance the district's obligations and expenses
- Worked collaboratively with other agencies on the design and subsequent approval of a habitat enhancement and recovery plan in the San Bruno Flood Control Zone, which includes provisions for channel maintenance
- Collaborated with the San Francisco International Airport Engineering and Design staff to provide outreach and education to over 100 businesses located at the airport to reduce waste, and increase recycling
- Completed various Americans with Disabilities Act improvements to parks, sidewalks, bathrooms, and other parts of County facilities in cooperation with the County's Commission on Disabilities

PARKS DEPARTMENT

- Upgraded the San Mateo County Arts website with partner Peninsula Arts Council

ASSESSOR-COUNTY CLERK-RECORDER

Property Tax Roll Increase

- Produced a FY 2008-09 Property Tax Roll that recorded an 8.17% increase over the prior year resulting in increasing property tax revenue for agency programs
- Developed a web based application, Assessment Roll Tracker (ART) to track real time assessment roll data that is accessible

on a 24/7 basis to county and city fiscal officers who use this data to formulate budgets for their respective jurisdictions (County, cities, school districts and special districts)

Contributed Major Resources to Defend Assessment Appeal Cases and Property Tax Litigation that have a Significant Impact on County Property Tax Revenue

- Utilized significant internal and external resources to support and defend the assessed values enrolled on major property assets within the County
- Provided leadership on the California Assessors Association (CAA) team that formulated the 2009 State Board of Equalization biopharmaceutical equipment life tables and provided active participation and contributions to the CAA aircraft sub-committee that develops valuation factors impacting air transportation industry property

Improved Property Assessment Services

- Reviewed 9,600 parcels for homeowners seeking a Decline in Assessed Value of their property for the FY 2008-09 Assessment Roll, which is a significant increase compared to the 1,000 reviewed the prior year
- Accomplished processing increased volume of Decline in Value assessments with a variety of resources including statistical programs and technological tools to ensure accuracy and efficiency, as well as experienced appraisal staff to provide oversight, evaluation and review

Provided Proactive and Timely Communications to the Public Regarding Decline in Value News and Scams Related to the Mortgage Crisis and Tax Valuation Process

- Provided a proactive and timely consumer protection alert through media sources, the CARE website, blogs, and e-mails to educate the public about a "deal" being offered by private companies that offer to submit assessed value applications for a fee

Launched Web 2.0 Initiatives to Engage a Broad Range of Demographics in the Elections Process

- Deployed 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 for the 2008 Presidential Election Cycle; received nearly 500,000 visits in web traffic last year with these strategies

Electronic Document Management System (EDMS)

- Launched five new EDMS business solutions this year supporting various assessor workflows such as administering volumes of documents, getting the material online and keeping it up to date, and archiving important records and artifacts crucial to business operations

Public Records at Tower Road

- Realized cost savings and increased the efficiency of the Records Center by privatizing the storage and service of the Records Center, which was completed in the first quarter of FY 2008-09

CONTROLLER'S OFFICE

- Conserved resources and preserved services provided by local agencies in the county by conducting operational audits that generated and / or saved a total of \$91 million
- 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 enable all County, Courts and Special Districts employees to complete, approve and process payroll timesheets electronically
- Developed and offered IFAS financial system training courses for IFAS users countywide
- Earned 90% good or excellent customer service ratings overall

COUNTY COUNSEL

- Provided assistance in complex legal proceedings concerning the assessed value of real property
- Assisted in the implementation of the newly formed Health System, and drafted corresponding ordinance code amendments
- Drafted ordinances regulating the County's use of disposable food ware
- Assisted in the emergency ambulance service selection process and contract negotiations
- Assisted in the acquisition of the property interests necessary for the timely completion of repairs to the La Honda landslides
- Drafted amendments to the County's tobacco retailer permit ordinance and model city ordinance adopted by numerous cities
- Continued extensive formal training program for more than one hundred Child Protective Services (CPS) social workers, in accordance with the recommendations of the Blue Ribbon Committee and initiated a countywide law enforcement training program relating to the newly amended CPS protocol
- Assisted in the AB900 application to the state for jail funding and participated in the re-entry program analysis
- Assisted Board in amending Form 700 requirements for Boards and Commissions and created Conflict Acknowledgement form
- Assisted in the GASB 45 OPEB (Other Post Employee Benefits) Trust selection and implementation
- Participated in negotiation and preparation of transfer agreement of court facilities to the state
- Drafted agreement to restructure Peninsula Conflict Resolution Center's debt to the County, resulting in the availability of a wide range of conflict resolution services at no additional cost to the County through 2021

- Provided guidance through the process of forming the assessment district to finance landslide repair in the La Honda community

KEY DEPARTMENT INITIATIVES

1. Trails Master Plan Update

Lead Department / Agency: Parks Department

Major Issues to be Addressed:

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

Goals:

- Prepare and implement an updated plan that will provide multi-agency coordination of trails and trail development throughout the peninsula
- 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

Partners:

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

2. Upgrade Property Assessment and Clerk Recorder Systems and Processes and Implement Technology Where Applicable

Lead Department / Agency: Assessor-County Clerk-Recorder

Major Issues to be Addressed:

- The economic downturn coupled with an unstable real estate market has resulted in unprecedented activity in the application for declines and assessment appeals
- The number of assessment appeals and Decline in Value review reassessments for commercial properties is anticipated to increase significantly
- There is a corresponding shift in the commercial property market that follows the decline in the residential market which is anticipated to start and will be part of the workload for the FY 2009-10

- County Clerk-Assessor-Recorder-Elections Office's (CARE) priority is to timely hire and train new commercial appraisers now to replace the anticipated retirements of highly experienced senior staff and leverage technology where ever applicable to gain efficiencies in work flow

Goals:

- Roll corrections are now delivered electronically to the County Controller and County Counsel
- Continue implementing technology initiatives that will improve the efficiency of business systems and processes, ensure accuracy of data, and security of recorded and archived information / records
- Leverage countywide Electronic Document Management System (EDMS) initiatives, integrate business applications with FileNet to reduce paper in the workplace
- Continue efforts in standardizing information technology (IT) infrastructure and best practices, reduce IT cost where applicable, replace aging and legacy IT systems and hardware, move CARE's e-mail solution to the county base standard, GroupWise

Objectives:

- Continue to replace paper processes with electronic process and provide automation of workflow where applicable
- Develop and install integrated business applications that will enhance the property assessment and Clerk-Recorder systems and business processes using technology initiatives such as EDMS (FileNet Imaging & Workflow)
- Upgrades to EZ Access (the primary assessor business application)
- Replacement of legacy Database hardware reaching end of lifecycle (i.e., IBM AS400 conversion to the I6 series platform)
- Enhancements to the Clerk-Recorder business application to support auto indexing and redaction of personal information
- Expanded use of electronic recording to include land record transactions
- Start the micro film to digital conversion of older recorded documents
- Implement the use of other technologies where applicable such as ArcGIS, AutoCAD and Pictometry Ortho Imagery to improve the parcel management and assessment process

Partners:

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

3. Fixing Structural Internal Control Deficiencies

Lead Department / Agency: Controller's Office

Major Issues to be Addressed:

- As noted in the Grand Jury Auditors' Report to Management, a comprehensive risk analysis to assess the effectiveness of countywide internal control framework to provide a central reference guide of County policies and procedures that assists in the management of risks relating to financial reporting.
- Implementation of automated processes available with the County's current financial system (IFAS) is constrained by staffing resources in the General Accounting Division. Such available enhancements include E-Payments to vendors, automated workflow and document imaging for paper intensive processes (e.g. ATR processing, contract processing), and system upgrades to support these enhancements.

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
- 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

Partners:

- Human Resources Department
- Information Services Department
- All other County Departments

4. Implemented Electronic Data Management System Workflow Into Automated Collections System

Lead Department / Agency: Treasurer-Tax Collector

Major Issue to be Addressed:

- Provide ability to view scanned and indexed documents associated with a debtor account from within the CUBS application

Goal:

- Purchase or develop and install software components to scan, index and view documents within the CUBS application

Objective:

- Improve and expand the availability of electronic documents thereby further reducing reliance on paper documents

Partners:

- Information Services Department

5. Win or Resolve with the Approval of the Client, 95% of General Litigation Cases and Potential Litigation**Lead Department / Agency:** County Counsel**Major Issue 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

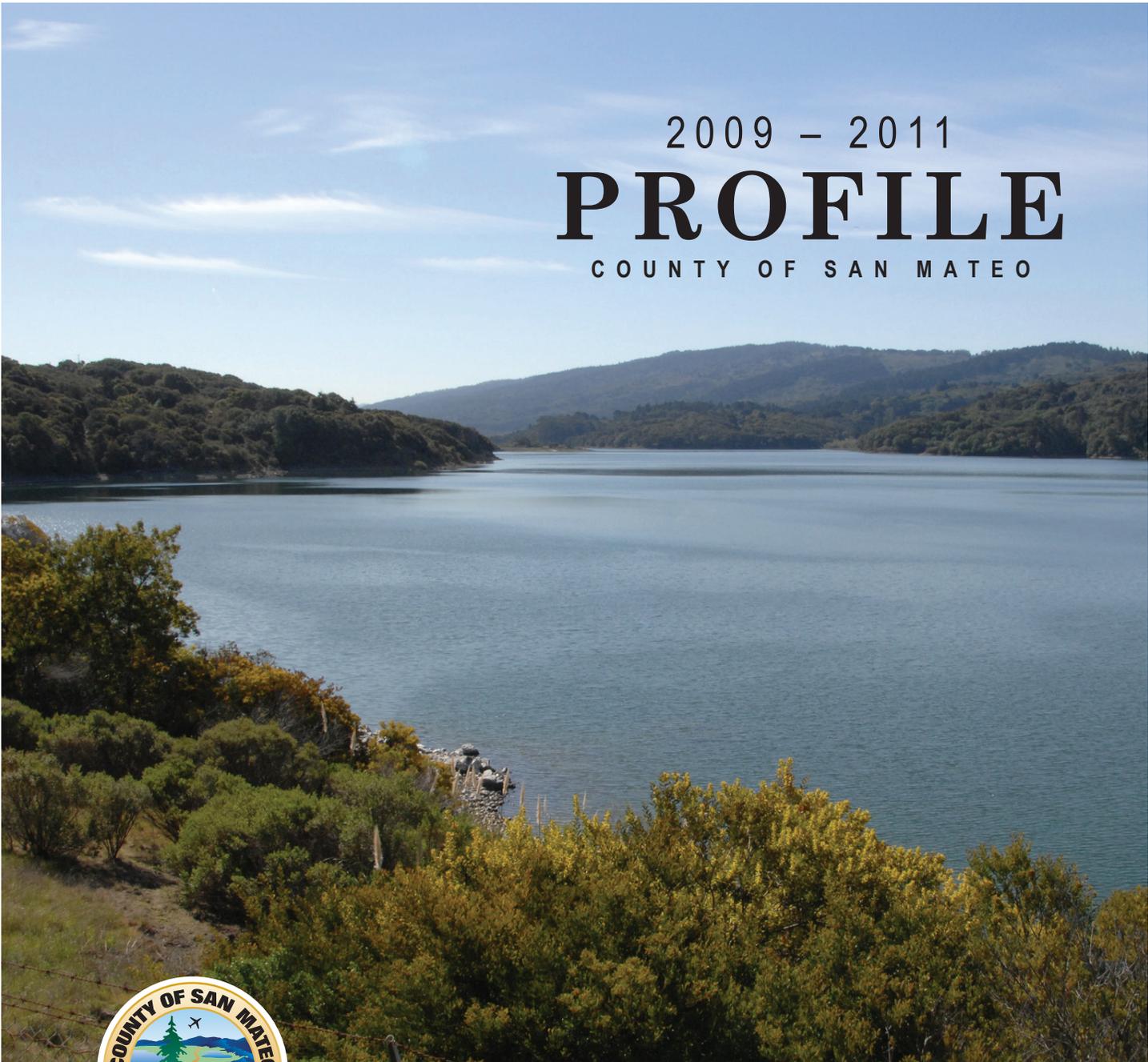
Objective:

- Develop strategies, such as mediation, arbitration, settlement or trial, to determine, as early as possible, the best approach to an optimal resolution to each case
- Use experts as necessary in complicated cases to assist in evaluating exposure to liability and damages
- Use available resources within the Office 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
- Effectively assert and litigate appropriate defenses to litigation, especially where they raise issues that are specific to public entity liability

Partners:

- County departments
- County elected officials
- County agencies
- County employees
- Boards and Commissions
- School districts
- Special districts

2009 – 2011
PROFILE
COUNTY OF SAN MATEO



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 449 square miles of land and 292 square miles of water for a total area of 741 square miles.

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.

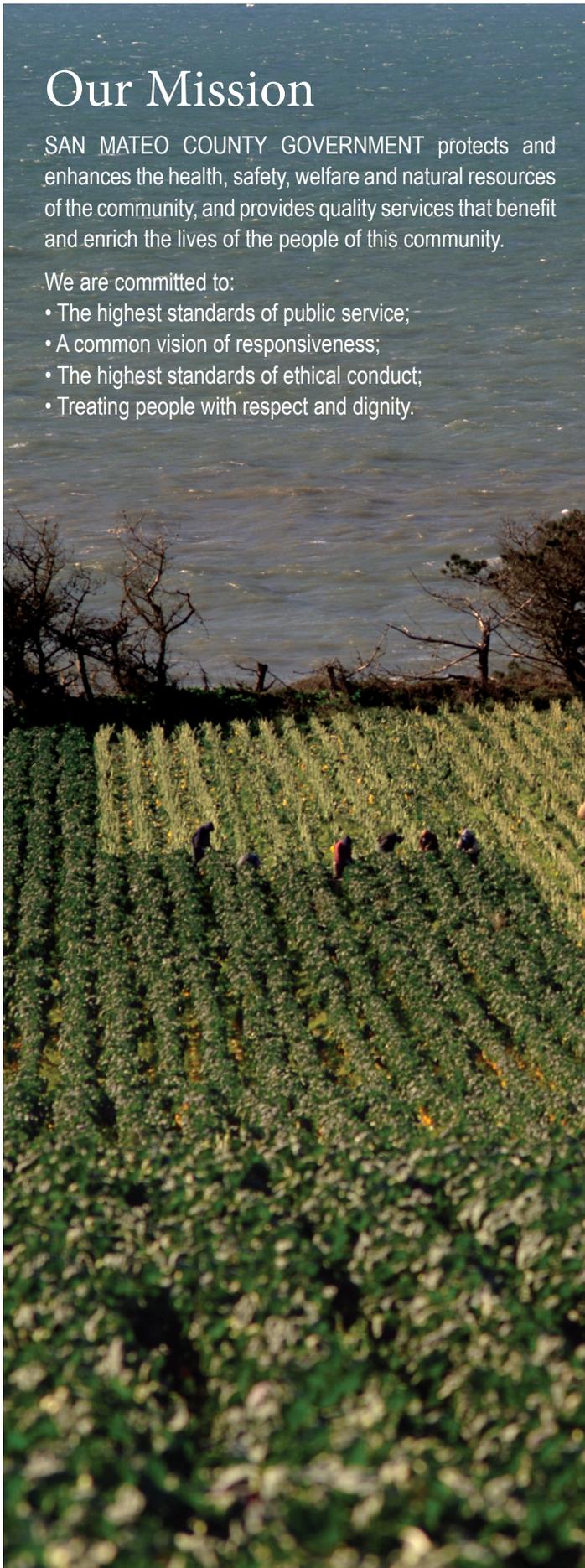
San Mateo County has long been a center for innovation. It is home to numerous colleges, universities and research parks and is close to Stanford University and the University of California at Berkeley. Today, San Mateo County's bioscience, computer software, green technology, hospitality, financial 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.

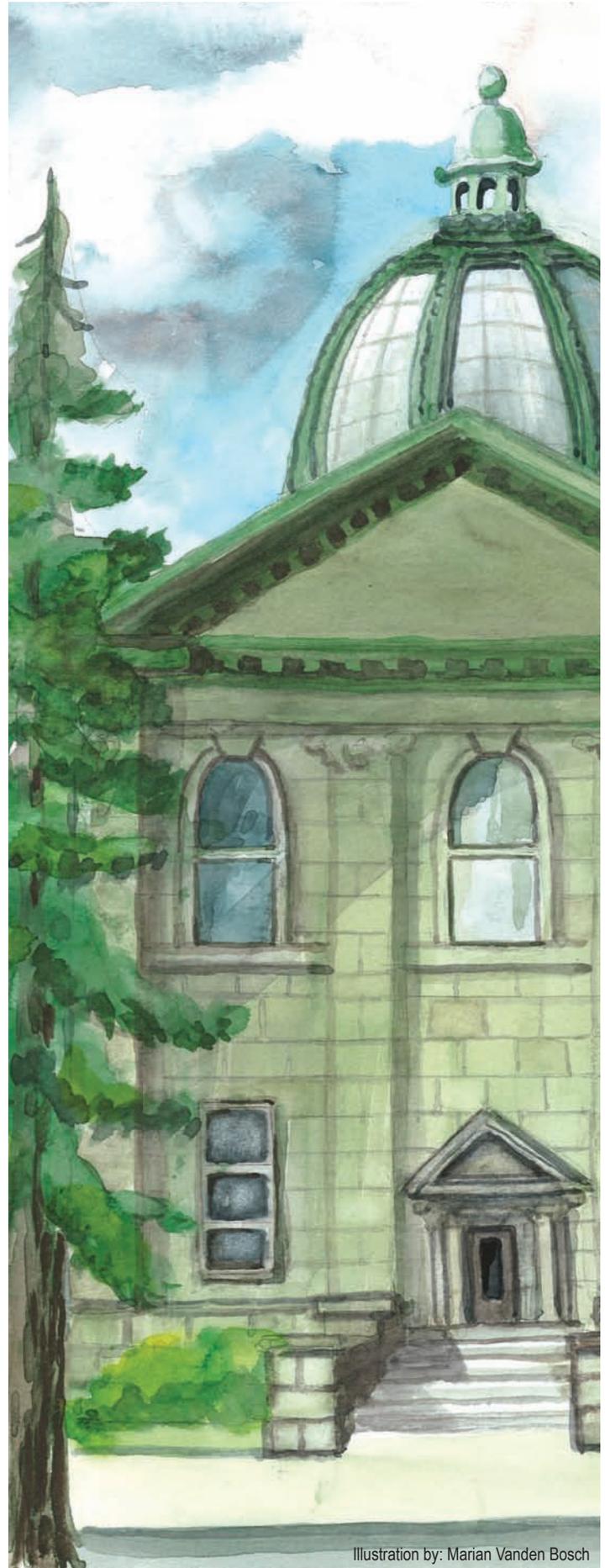
California came under the control of the United States in 1846 following hostilities with Mexico. The discovery of gold in the Sierra foothills brought a wave of settlers and statehood to California in 1850. The Peninsula's redwoods helped to build booming San Francisco while the region's fishing and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

When California achieved statehood, most of modern San Mateo County was within San Francisco County. But in 1856 the southern part of San Francisco County was separated to form San Mateo County, 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's 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.





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.

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 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.

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.

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 745,000 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.^{1,2,3}

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 from the other members. The districts are roughly equal in population.

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.

In addition to the supervisors, voters elect six other 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. The San Mateo County Office of Education is a separate agency.

San Mateo County Board of Supervisors

MARK CHURCH, 1ST DISTRICT

Incorporated: San Mateo (west portion, adjacent to Hillsborough), Burlingame, Hillsborough, Millbrae, San Bruno, South San Francisco (east of El Camino Real) Unincorporated: Burlingame Hills, Highlands/Baywood Park, San Francisco Airport Lake Hills, Sequoia Tract, West Menlo Park, Stanford Lands, Ladera, Los Trancos Woods, La Honda, Skyline, Pescadero, Menlo Oaks

CAROLE GROOM, 2ND DISTRICT

Belmont, Foster City, San Mateo

RICH GORDON, 3RD DISTRICT

Pacifica, Montara, Moss Beach, El Granada, Princeton, Half Moon Bay, Redwood Shores (community of Redwood City), Harbor Industrial, San Carlos, Woodside, Portola Valley, Atherton, Devonshire, Palomar Park, Emerald Hills

ROSE JACOBS GIBSON, 4TH DISTRICT

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

ADRIENNE TISSIER, 5TH DISTRICT

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



County Statistical Profile

Population

AS OF JAN. 1, 2009, SAN MATEO COUNTY was home to an estimated 745,858 residents, a 1.2 percent increase over last year's estimated population. The vast majority – 679,423 – live in cities. The largest city is Daly City with 107,099 residents. The smallest is Colma with 1,623 residents.

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

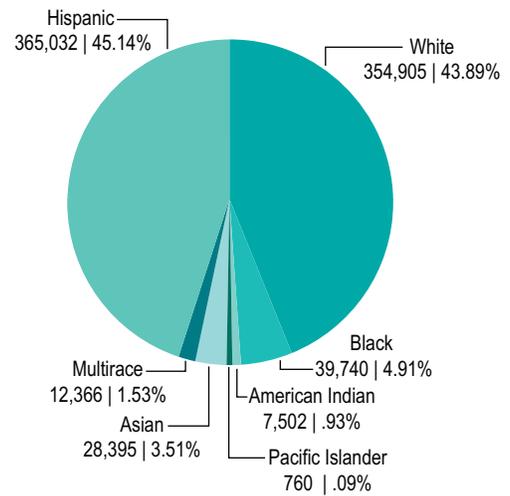
In 2007 there were 251,000 households in San Mateo County. The average household size was 2.8 people.

SAN MATEO COUNTY/CITY POPULATION ESTIMATES⁴

| | 2005 | 2006 | 2007 | 2008 | 2009 |
|---------------------|---------|---------|---------|---------|---------|
| Atherton | 7,234 | 7,255 | 7,375 | 7,454 | 7,468 |
| Belmont | 25,389 | 25,620 | 25,727 | 26,000 | 26,250 |
| Brisbane | 3,713 | 3,739 | 3,766 | 3,850 | 3,938 |
| Burlingame | 28,189 | 28,291 | 28,478 | 28,782 | 29,060 |
| Colma | 1,563 | 1,575 | 1,585 | 1,608 | 1,623 |
| Daly City | 104,216 | 104,596 | 105,333 | 105,935 | 107,099 |
| East Palo Alto | 32,090 | 32,049 | 32,413 | 32,800 | 33,174 |
| Foster City | 29,778 | 29,866 | 30,065 | 30,214 | 30,429 |
| Half Moon Bay | 12,648 | 12,723 | 12,830 | 13,008 | 13,208 |
| Hillsborough | 10,949 | 10,954 | 11,050 | 11,239 | 11,395 |
| Menlo Park | 30,549 | 30,716 | 30,943 | 31,396 | 31,865 |
| Millbrae | 20,640 | 20,711 | 20,826 | 21,323 | 21,536 |
| Pacifica | 38,553 | 38,696 | 38,988 | 39,497 | 39,995 |
| Portola Valley | 4,525 | 4,548 | 4,589 | 4,625 | 4,671 |
| Redwood City | 75,744 | 76,004 | 76,516 | 77,040 | 77,819 |
| San Bruno | 41,313 | 41,470 | 41,864 | 43,315 | 43,811 |
| San Carlos | 27,891 | 28,026 | 28,241 | 28,562 | 28,839 |
| San Mateo | 93,909 | 94,211 | 94,877 | 95,492 | 96,557 |
| South San Francisco | 61,463 | 61,758 | 62,196 | 63,554 | 65,020 |
| Woodside | 5,478 | 5,499 | 5,527 | 5,608 | 5,666 |
| Balance Of County | 64,208 | 64,687 | 65,125 | 65,649 | 66,435 |
| Incorporated | 655,834 | 658,307 | 663,189 | 671,302 | 679,423 |
| County Total | 720,042 | 722,994 | 728,314 | 736,951 | 745,858 |

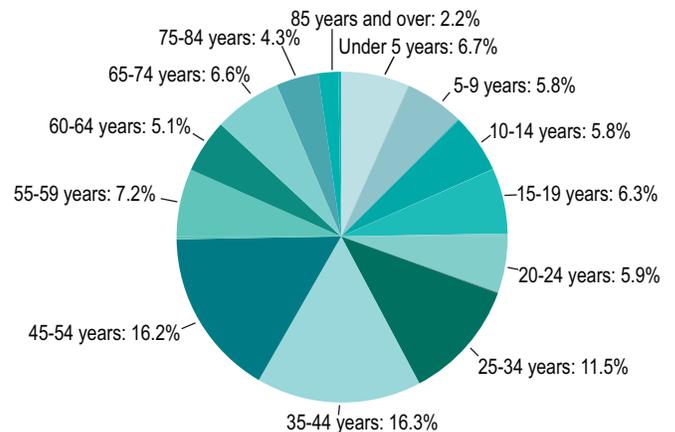
San Mateo County is among the most ethnically diverse in California, and 33.9 percent of the population was born in a foreign country.⁵

SAN MATEO COUNTY/CITY RACE/ETHNIC DISTRIBUTION 2007⁶



As of 2007, the estimated median age of San Mateo County residents was 40.1 years. This compares with 34.7 years in California and 36.7 years for the entire nation. Twenty-two percent of the population was under 18 years and 13 percent was 65 years and older.

SAN MATEO COUNTY/CITY AGE DISTRIBUTION⁷



Employment and Industry

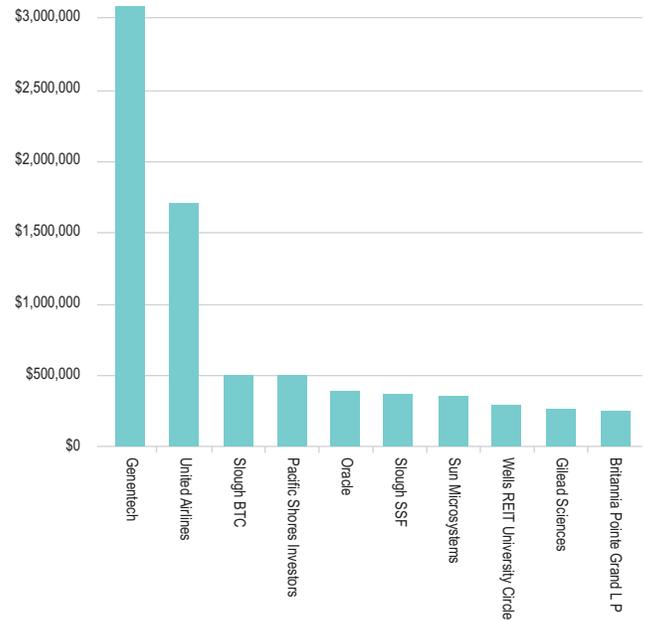
SAN MATEO COUNTY IS HOME TO DIVERSE BUSINESSES, from international corporations to small businesses. The rapid changes in the global economy and the pace of mergers and acquisitions render any list of top employers immediately out of date. The following chart shows the largest employers on the Peninsula 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 |

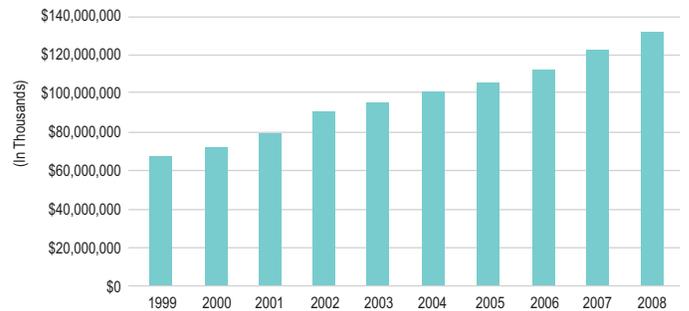
Note: Ranking based on employees in San Mateo County and the city of Palo Alto.



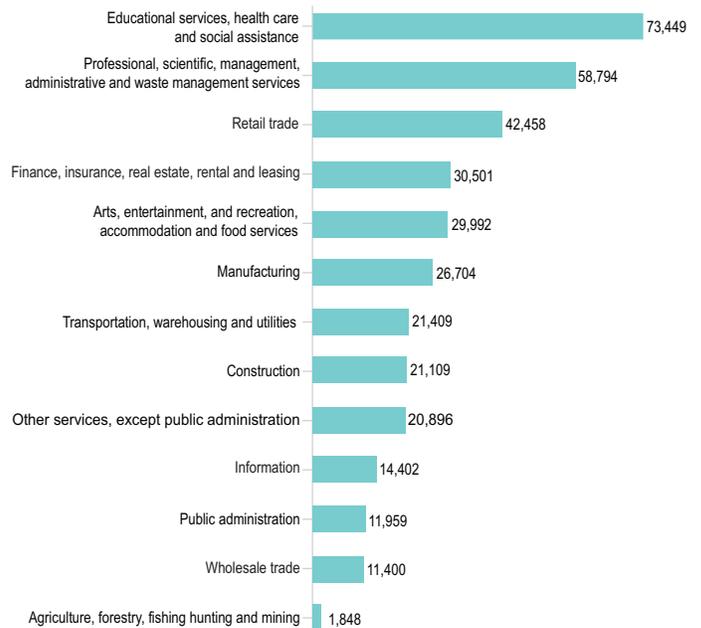
PRINCIPAL PROPERTY ASSESSEES⁸



TOTAL TAXABLE ASSESSED VALUE⁹



EMPLOYMENT BY SECTOR¹⁰



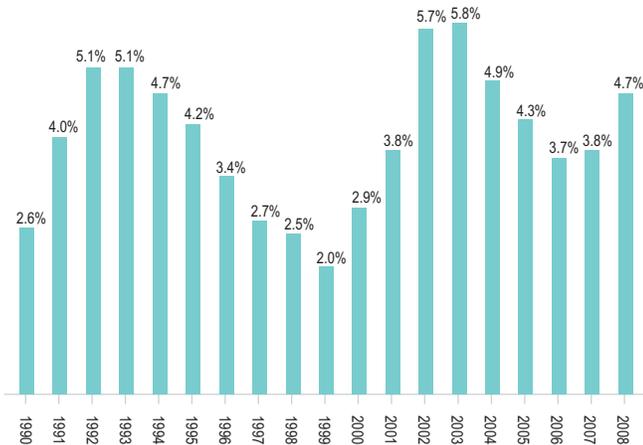
Although technology firms dominate the County's economy, agriculture remains an important industry. This is especially true along the Coast. The gross production value of all San Mateo County agriculture in 2007 was \$172,896,000, a 2.6 percent increase from 2006.

The value of the top vegetable crop, mushrooms, was more than \$8 million, followed by Brussels sprouts at \$7.8 million. Indoor-grown potted plants topped all products with a value of \$91.1 million.

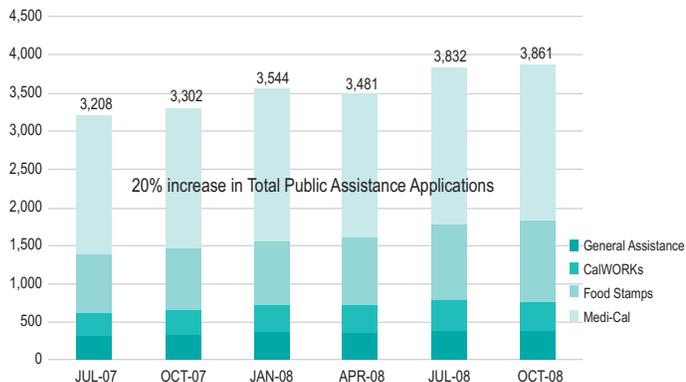
San Mateo County is not immune from the economic challenges facing California and the United States. The County's unemployment rate in March 2009 was 8.3 percent, nearly double the 4.2 percent of a year earlier. California as a whole was reporting an 11.5 unemployment rate in March 2009.

As a consequence, applications for public assistance are rising. Despite the economic downturn, San Mateo County is well-positioned because of its diverse economy and sound financial planning. The ratings agency Moody's noted in May 2009 the downturn is putting pressure on all local governments but that "the county is starting from a good position, generally budgets conservatively, and can be expected to rebuild reserves when the economic climate improves."

**SAN MATEO COUNTY'S UNEMPLOYMENT RATE
(AS OF MARCH 2009: 8.3 PERCENT)¹¹**



PUBLIC ASSISTANCE



Income and Housing

SAN MATEO COUNTY'S MEDIAN FAMILY INCOME in 2007 rose to \$97,137, a 4.5 percent increase over the previous year. Per capita income stood at \$43,239 in 2007, up from \$40,051 in 2006.

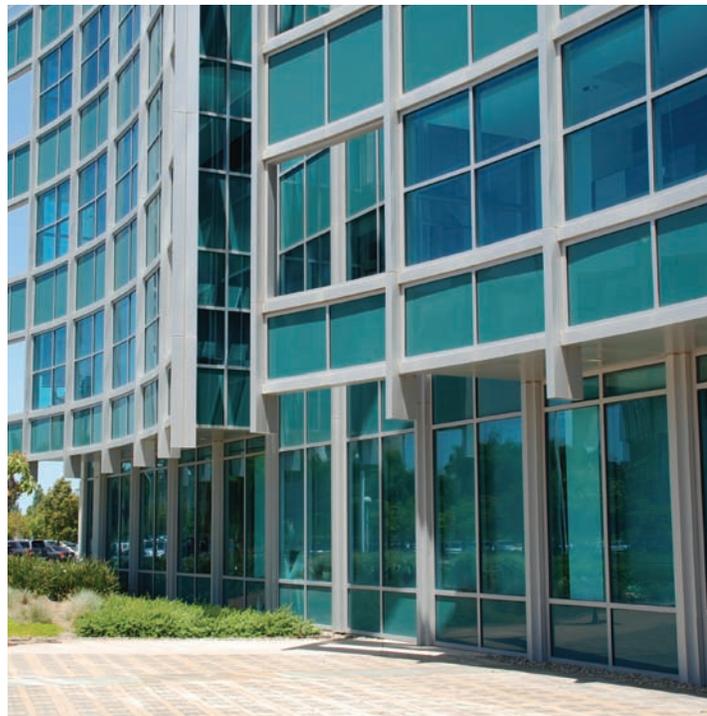
By comparison, California's median family income was \$64,563 and per capita income \$26,974 in 2007. (Data from 2007 are the most current available.)

In 2007, 6 percent of the people in San Mateo County were living in poverty.

Overall housing prices and sales volumes declined in San Mateo County over the past year, much like in the rest of the state. Median home prices fell to \$506,000 in March 2009 compared with \$723,000 in March 2008, a 30 percent drop. Numbers alone, however, do not reflect the total picture of the local real estate market.

As noted by DataQuick Information Systems in its report of March 2009 home prices: "The drop in median price overstates the decline in the value of the typical Bay Area home, reflecting more the sluggishness of high-end sales, which are now under-represented in the statistics."

San Mateo County's historic high cost of housing has long hampered employers' ability to attract and retain top workers. Rising home prices have typically far outpaced inflation and wages, and many workers have chosen to live outside the County and commute to work. As housing prices have declined, home ownership has become more affordable for some.



Notices of default – the first step in a foreclosure process – rose dramatically in late 2007 in San Mateo County. The number continued to rise during the fourth quarter of 2008 but at a much slower pace. However, San Mateo County was the only Bay Area county to experience a rising number of notices of default.

| Notices of Default | 4th Qtr 2006 | 4th Qtr 2007 | Change from 2006-2007 | 4th Qtr 2008 | Change from 2007-2008 |
|--------------------|--------------|--------------|-----------------------|--------------|-----------------------|
| California | 37,273 | 81,550 | 118.8% | 75,230 | -7.7% |
| SF Bay Area | 5,362 | 12,704 | 136.9% | 11,157 | -12.2% |
| Alameda | 1,173 | 2,573 | 119.4% | 2,363 | -8.2% |
| Contra Costa | 1,511 | 3,805 | 151.8% | 3,135 | -17.6% |
| Marin | 101 | 224 | 121.8% | 194 | -13.4% |
| Napa | 87 | 220 | 152.3% | 184 | -16.4% |
| San Francisco | 173 | 334 | 93.1% | 302 | -9.6% |
| San Mateo | 339 | 625 | 84.4% | 651 | 4.2% |
| Santa Clara | 874 | 2,162 | 147.4% | 2,101 | -2.8% |
| Solano | 781 | 1,793 | 129.6% | 1,418 | -20.9% |
| Sonoma | 323 | 968 | 199.7% | 809 | -16.4% |

Rents have also declined but not as much as home prices. As of March 30, 2009, the average rent for a two-bedroom apartment was \$1,732 and it was \$1,399 for a one-bedroom apartment. Both are slight declines from the past year.¹²

| All homes | Sales Volume | | | Median Price | | |
|------------------|--------------|------------|---------------|------------------|------------------|---------------|
| | Mar-08 | Mar-09 | Change | Mar-08 | Mar-09 | Change |
| Alameda | 971 | 1,216 | 25.2% | \$487,500 | \$280,000 | -42.6% |
| Contra Costa | 973 | 1,639 | 68.4% | \$420,500 | \$220,000 | -47.7% |
| Marin | 148 | 161 | 8.8% | \$788,500 | \$585,000 | -25.8% |
| Napa | 72 | 124 | 72.2% | \$469,000 | \$339,000 | -27.7% |
| Santa Clara | 1,105 | 1,288 | 16.6% | \$620,000 | \$390,000 | -37.1% |
| San Francisco | 508 | 332 | -34.6% | \$755,000 | \$608,000 | -19.5% |
| San Mateo | 438 | 380 | -13.2% | \$723,000 | \$506,000 | -30.0% |
| Solano | 356 | 722 | 102.8% | \$330,000 | \$180,000 | -45.5% |
| Sonoma | 327 | 463 | 41.6% | \$409,500 | \$304,100 | -25.7% |
| SF Bay Area | 4,898 | 6,325 | 29.1% | \$536,000 | \$290,000 | -45.9% |

13

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 range from busy freeways linking the County to San Francisco and Silicon Valley to rural lanes 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, 2008, was the third highest in modern history at 1.487 metric tons, a 4 percent increase over the prior year. The increase followed two years of declining tonnage.

Sand and aggregates imported from British Columbia represented 39 percent of the port's total tonnage. Scrap metal exports represented 22 percent of tonnage. The 2008 fiscal year saw 115 ships call at the port. Due to the global economic downturn and decline in construction, the port expects tonnage to drop significantly during the 2009 fiscal 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.¹⁴



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.

The airport is owned and operated by the City and County of San Francisco. Tens of thousands of jobs in San Mateo County and the region are directly or indirectly tied to the airport.

Despite a slowing economy nationally and internationally, the total number of passengers rose by 5 percent to more than 37 million in 2008 from 2007. The overall growth in passenger numbers was fueled by a 6.6 percent increase in domestic travel; international travel was flat.

The total volume of passenger traffic was the highest since the dot-com boom days of 2000.

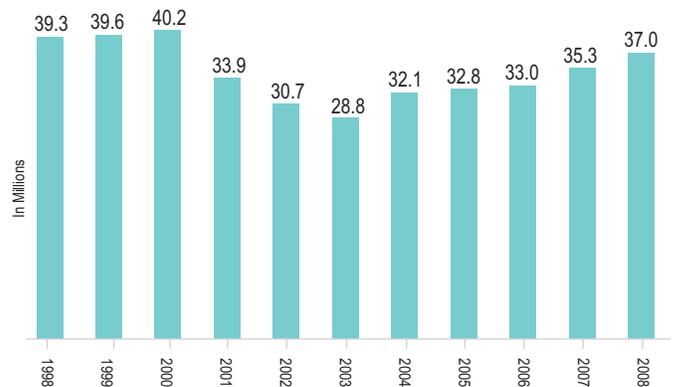
The first few months of 2009 tell a different story. Total airport passengers declined 6.2 percent in March 2009 compared with March 2008. International travel declined 17 percent in the same monthly comparison. These results are by no means unique.

Los Angeles International Airport, the largest airport on the West Coast, experienced an overall decline in passengers in 2008 from 2007. Total passenger traffic declined 13 percent in March 2009 compared with March 2008.

At SFO, the airlines continue to change schedules to accommodate the needs of travelers. In Spring 2009, Emirates began daily non-stop service on routes from Dubai to San Francisco. Virgin America, which is based at SFO, began flying five times a day between Orange County and SFO. JetBlue, meanwhile, restarted service between SFO and Boston.¹⁵

SAN FRANCISCO INTERNATIONAL AIRPORT COMPARATIVE TRAFFIC REPORTS¹⁶

Total Enplaned and Deplaned Passengers



BART, Caltrain and SamTrans

San Mateo County residents and visitors have numerous public transportation options and, given the recent ridership reports, are taking advantage of them.

BART. BART's 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 fiscal year, there were 26,493 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 an 11 percent increase from a 2007 ridership survey and a 30 percent increase from 2004.

BART is operated by the Bay Area Rapid Transit District.¹⁷

Caltrain. Rail passenger service on the Peninsula began in 1863. Today, Caltrain has 33 stations along 77 miles of track from San Francisco to Gilroy. Ridership along the line continues to grow following introduction of express service and a new schedule earlier this decade.

In February 2009, boardings averaged 39,122 per weekday, a 5.8 percent increase from February 2008. Average weekday ridership has increased by more than 85 percent since 1992.

Caltrain and its 29 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.¹⁸

SamTrans. In the 2008 fiscal year, 15.2 million passengers rode SamTrans. This was the third consecutive year of ridership increases, up from 14.8 million in 2007.

The SamTrans fixed-route bus system consists of 54 routes. On an average weekday, 48,410 passengers ride SamTrans. Redi-Wheels, the District's paratransit service, transports approximately 1,000 customers daily on 83 buses, vans and sedans supported by supplemental taxi service. RediCoast operates nine vehicles on the Coastside and provides approximately 100 rides a day.

SamTrans is operated by the San Mateo County Transit District.¹⁹



Safety

PUBLIC SAFETY IS A TOP PRIORITY. A community's crime rate can be linked to the overall quality of life. In 2007, San Mateo County's violent crime was among the lowest in the state at 289.9 violent crimes per 100,000 residents. The violent crime rate for the state of California by comparison was 507 per 100,000 residents.

SAN MATEO COUNTY CRIMES²⁰

| Category/crime | 2004 | 2005 | 2006 | 2007 |
|--------------------------|--------|--------|--------|--------|
| Violent crimes | 2,168 | 2,447 | 2,195 | 2,129 |
| Homicide | 26 | 30 | 22 | 13 |
| Forcible rape | 156 | 155 | 155 | 144 |
| Robbery | 685 | 715 | 716 | 700 |
| Agg. Assault | 1,301 | 1,547 | 1,302 | 1,272 |
| Property crimes | 9,710 | 9,744 | 9,504 | 8,422 |
| Burglary | 2,935 | 3,335 | 2,969 | 2,547 |
| Vehicle Theft | 2,943 | 2,732 | 2,749 | 2,219 |
| Larceny-theft over \$400 | 3,832 | 3,677 | 3,786 | 3,656 |
| Total larceny-theft | 13,424 | 12,561 | 12,074 | 10,774 |
| Over \$400 | 3,832 | 3,677 | 3,786 | 3,656 |
| \$400 And under | 9,592 | 8,884 | 8,288 | 7,118 |
| Arson | 142 | 151 | 149 | 149 |
| Population (thousands) | 720.7 | 721.4 | 729.4 | 734.5 |



Education

SAN MATEO COUNTY IN 2007 WAS HOME TO 163,821 CHILDREN 17 years and under, which is 2 percent of California's child population. Compared with other counties in the state, San Mateo ranks as follows:

- 2nd out of 58 in the percentage of children with health insurance.
- 2nd out of 58 in the percentage of children, ages 3 and 4, enrolled in preschool.
- 6th out of 58 in the percentage of elementary school students meeting state targets in English Language Arts.
- 6th out of 58 in the percentage of elementary school students meeting state targets in Math.
- 7th out of 58 in the percentage of high school students eligible to attend one of California's public universities.
- 6th out of 58 in the percentage of children in low-income households.²¹

PRESCHOOL ENROLLMENT: AGES 3 AND 4²²

| | San Mateo County | Greater Bay Area | Statewide |
|---|------------------|------------------|-----------|
| Children in preschool or nursery school | 83% | 81% | 77% |

K-12 ENROLLMENT²³

| | San Mateo County | Greater Bay Area | Statewide |
|---|------------------|------------------|-----------|
| Number of students in public K-12 schools | 88,350 | 971,726 | 6,312,436 |
| English Learners | 22% | 21% | 25% |

PERCENTAGE OF LOW-INCOME STUDENTS PARTICIPATING IN THE NATIONAL SCHOOL LUNCH PROGRAM²⁴

| | 2002-03 | 2003-04 | 2004-05 | 2005-06 | 2006-07 |
|------------------|---------|---------|---------|---------|---------|
| San Mateo County | 27.3% | 29.5% | 29.1% | 32.0% | 31.7% |
| California | 48.7% | 49.0% | 49.9% | 51.1% | 50.7% |

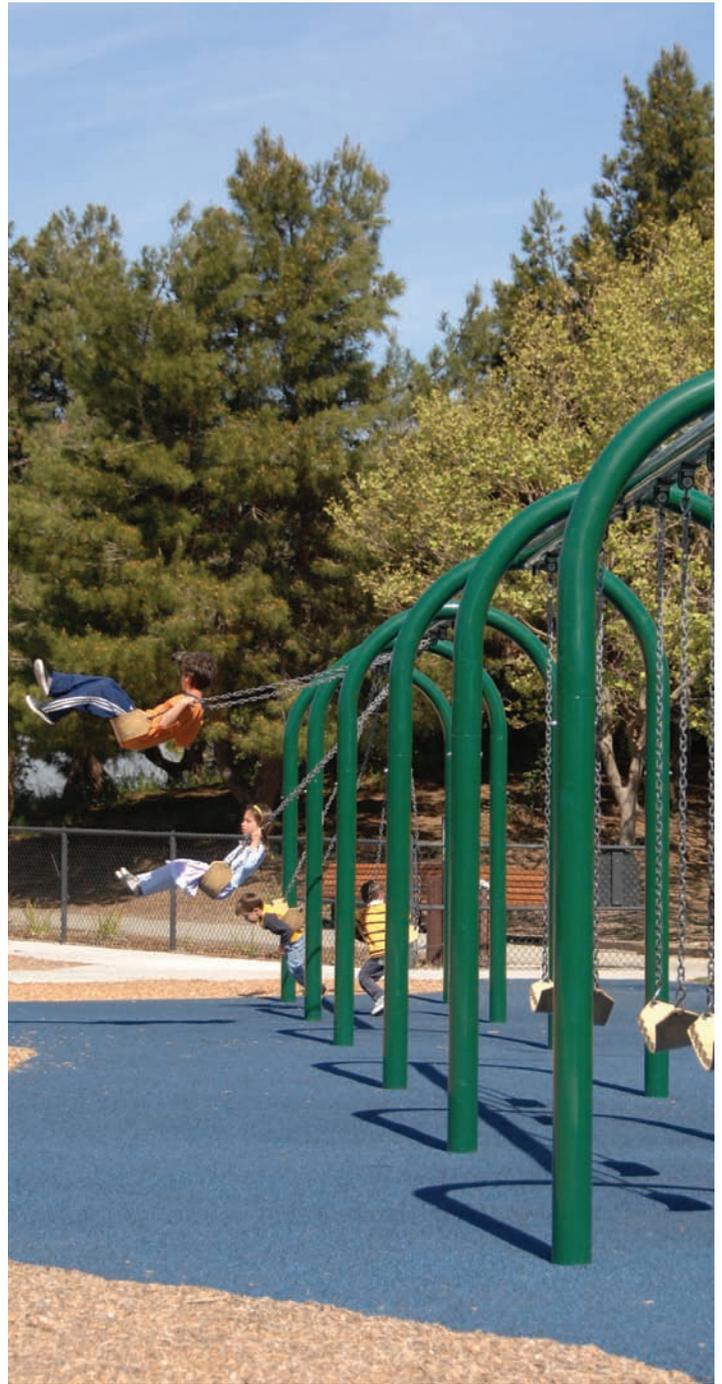
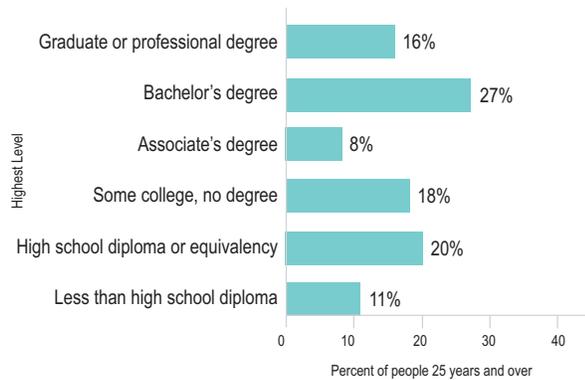
STUDENT ACHIEVEMENT: HIGH SCHOOL²⁵

| | San Mateo County | Greater Bay Area | Statewide |
|--|------------------|------------------|-----------|
| Percentage of 10th-graders who passed the California High School English Exit Exam | 83% | 81% | 77% |
| Percent of 10th-graders who passed the California High School Math Exit Exam | 83% | 80% | 75% |
| Meet UC/CSU entrance requirements | 43% | 42% | 35% |

In 2007, 89 percent of people 25 years and over had at least graduated from high school and 44 percent had a bachelor's degree or higher. Eleven percent had dropped out; they were not enrolled in school and had not graduated from high school.

The total school enrollment in San Mateo County was 176,000 in 2007. Nursery school and kindergarten enrollment was 21,000 and elementary or high school enrollment was 105,000 children. College or graduate school enrollment was 51,000.

THE EDUCATIONAL ATTAINMENT OF PEOPLE IN SAN MATEO COUNTY, CALIFORNIA IN 2007²⁶



COUNTY OF SAN MATEO INITIATIVES

YEAR IN REVIEW



SMC HELPS

During these difficult economic times finding help can be challenging, especially for those who are newly unemployed or have never before had trouble making a mortgage or rent payment. Numerous San Mateo County departments, along with community partners, collaborated to create a one-stop website with information about food programs, housing assistance, credit counseling and other resources. The site can be found on the County's home page at www.co.sanmateo.ca.us



ELECTIONS

The Elections Office remained ahead of statewide averages in voter registration, voter participation and voter and poll worker education and outreach. The Elections Office adopted Web 2.0 techniques to engage a broad range of residents in the elections process, using blogs and social media tools. With the rise in popularity of social networking, regular Internet users have come to expect and use these kinds of tools to gather information, conduct business, make comments and ask for assistance. To meet this emerging market demand, the Elections Office added these functions for the 2008 Presidential Election. The elections website had nearly 500,000 visits last year; these strategies kept the site relevant with timely election information.



PC POWER MANAGEMENT

The Information Services Department implemented a Countywide PC Power Management Program that changed the default power settings inside operating systems. This puts the PC into sleep mode earlier and saves energy and money. The projected annual reduction in CO₂ emissions is approximately 400 tons.



JAIL PLANNING

In collaboration with the County Manager's Office and Board of Supervisors, the Sheriff's Office continued jail planning efforts. This involved community outreach meetings and sending County staff to the National Institute of Corrections training courses on how to plan and build a jail that will improve public safety. The County's Jail Planning Unit is working toward replacing the Women's Correctional Center and minimum-security facility with a new correctional facility for women and lower-risk male inmates and provide alternative custody programs.



ONE-STOP PERMITTING

In order to improve the speed at which permits are issued to applicants, the Planning and Building Department implemented an over-the-counter permit express system for a wide range of permits, including simple remodels, solar photo voltaic systems and kitchen and bathroom remodels. Applicants can receive their permits the same day they apply, speeding up the process by which their projects can be completed. This improvement, in conjunction with updates to the interactive voice response system in Building Inspection, have greatly improved an applicant's ability to get quick service and information.



BILL OF RIGHTS FOR CHILDREN AND YOUTH

The Health System collaborated with the San Mateo County Youth Commission to develop policy-level recommendations that accompanied the Peninsula Partnership Leadership Council Bill of Rights for the Children and Youth of San Mateo County. The Board of Supervisors adopted the Bill of Rights in October 2008. San Mateo County was among the first jurisdictions in the nation to adopt such a Bill of Rights. The 10-point Bill of Rights states in part: We resolve to invest in all children and youth so that: they have a healthy mind, body and spirit that enables them to maximize their potential; they have a safe and healthy environment, including homes, schools, neighborhoods and communities; and they have a sense of hope for their future.



ECONOMIC SELF SUFFICIENCY

The Human Services Agency increased the monthly Food Stamp caseload to 5,070 at mid-year, so that 12,925 county residents are receiving the benefit, a 28 percent increase. The agency also expanded community partnerships to increase access into the Food Stamp program and conducted targeted outreach to educate residents about the application process and benefits of the Food Stamp program in culturally and linguistically acceptable formats. Outreach and education focused on seniors, single individuals, immigrants and families of under-represented ethnic backgrounds.



PUBLIC SAFETY COMMUNICATIONS

The program that oversees the County's 911 dispatch center achieved reaccreditation for the administration of Emergency Medical Dispatch protocols, as certified by the National Academy of Emergency Dispatch as a "Center of Excellence." This recognition demonstrates the program's continued efforts to improve service and operate at the highest levels.



CLEANER AND GREENER

The Public Works Department expanded the alternative-fuel vehicle program to include replacement of older mid-size cars, pickup trucks and vans, in the motor pool and assigned vehicle classes.



The alternative-fuel vehicle program will add other classes of vehicles as they become available in the market and funds are available. Types of fuel systems under review are electric, ethanol, bio-diesel, compressed natural gas and hydrogen fuel cell. The Vehicle and Equipment program is also pursuing grant opportunities to help fund the purchase of these vehicles

PARK FUN

Visitors can whoosh down a new slide that towers two stories above Junipero Serra County Park in San Bruno following the dedication of a new playground in April.



The 23-foot tall, 54-foot long slide is the crowning feature of the newly renovated Meadow View Playground. The playground also features a large cable-net play structure, a smaller climbing apparatus, and climbing boulders — amenities appropriate for children ages 5 to 12.

A rubberized surface area of 6,000 feet provides a safe play environment. Positioned near the top of the park, Meadow View playground offers sweeping views of the Bay. Visitors can also watch landings and take-offs at San Francisco International Airport. The nearby Buckeye and Meadow View picnic areas and the Bay View Shelter are favorite spots for group celebrations and picnics.

Sources

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4. State of California, Department of Finance, E-4 Population Estimates for Cities, Counties and the State, 2001–2009, with 2000 Benchmark. Sacramento, California, May 2009.
5. U.S. Census Bureau, 2007 American Community Survey
6. State of California, Department of Finance, California County Race / Ethnic Population Estimates and Components of Change by Year, July 1, 2000–2007. Sacramento, California, April 2009
7. U.S. Census Bureau, 2007 American Community Survey
8. San Mateo County Assessor's Office
9. San Mateo County Assessor's Office
10. 2007 American Community Survey
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15. San Francisco International Airport Comparative Traffic Reports
16. Data from San Francisco International Airport Comparative Traffic Reports
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25. Children Now, 2007 California County Data Book
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Caltrain and SamTrans photos courtesy of those agencies.

Other photos by Scott Buschman Photography and Marshall Wilson



County Summaries

FY 2009-10 and FY 2010-11
Recommended Budget



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.

Shared Vision 2025

Healthy Community

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

Prosperous Community

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

Livable Community

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

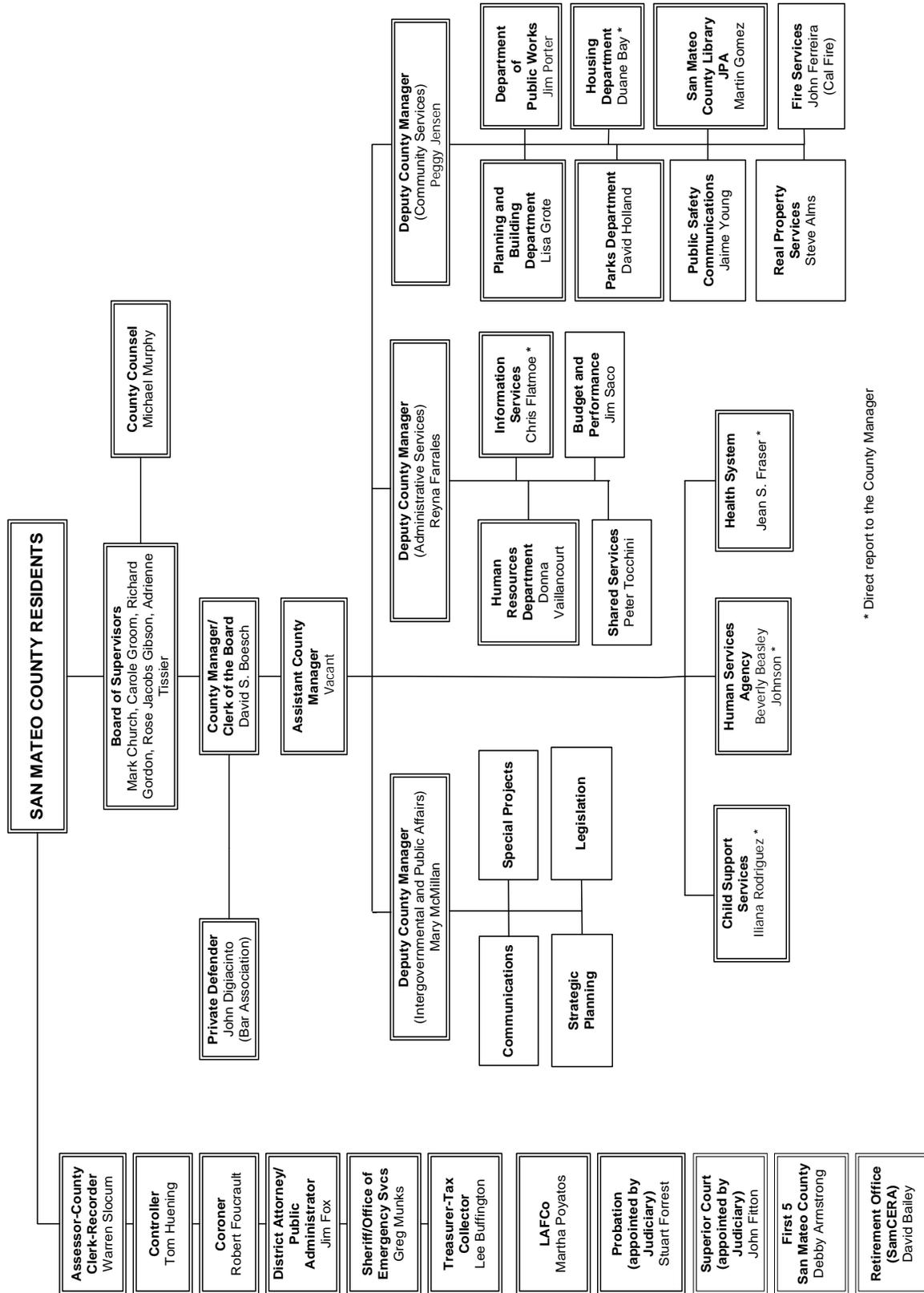
Environmentally Conscious Community

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

Collaborative Community

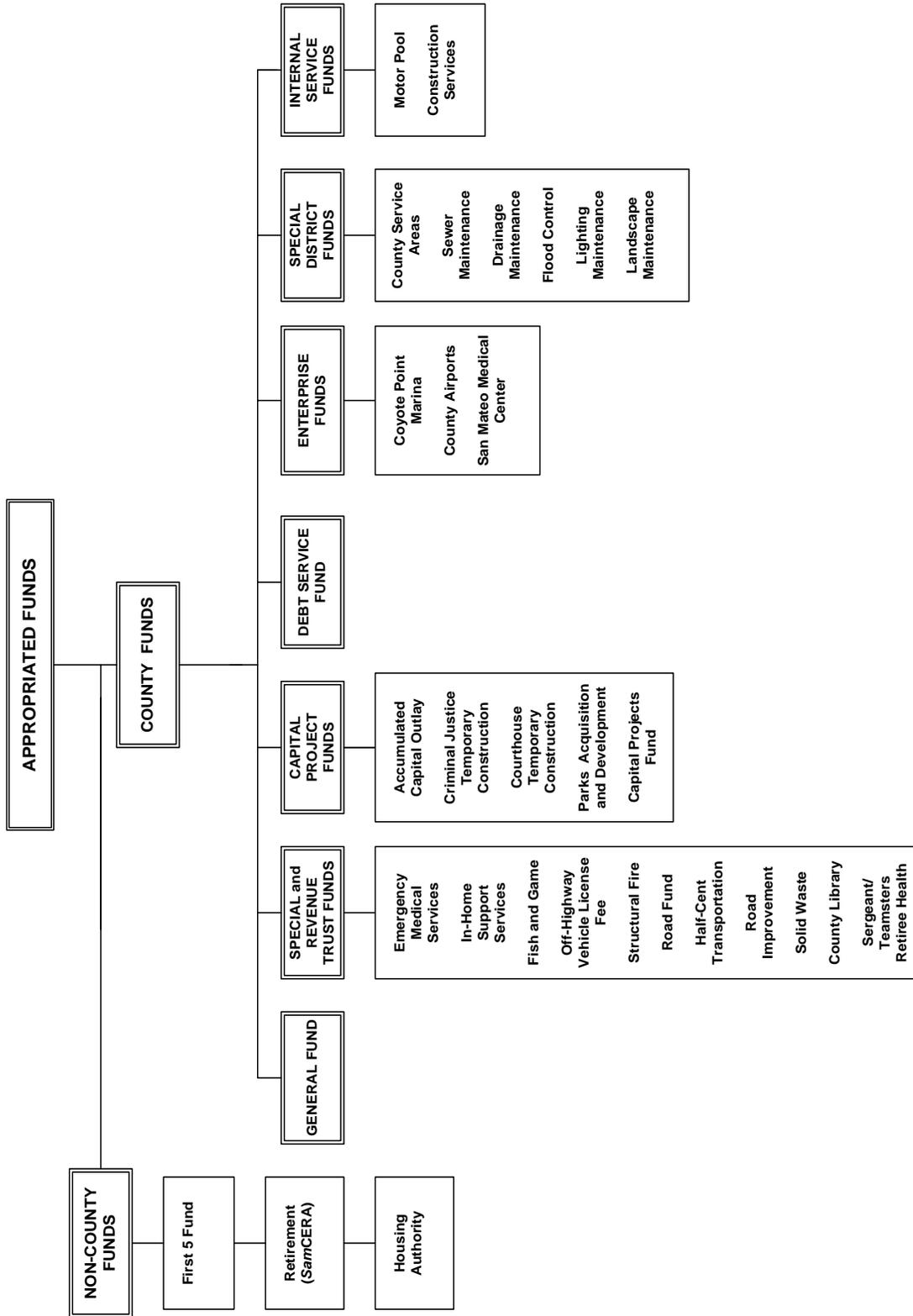
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

From the beginning with Shared Vision 2010 now ten years ago, the San Mateo County Board of Supervisors has regarded "visioning" not as a project, but rather a dynamic process. Shared Vision has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.



* Direct report to the County Manager

COUNTY OF SAN MATEO FUND STRUCTURE



General Fund

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

Special Revenue and Trust Funds

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

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

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

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

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

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

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

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

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

Other Special Revenue Funds include:

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

Capital Project Funds

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

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

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

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

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

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

Debt Service Fund

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

Enterprise Funds

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

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

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

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

Special District Funds

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

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

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

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

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

Other Special District Funds include:

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

Internal Service Funds

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

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

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

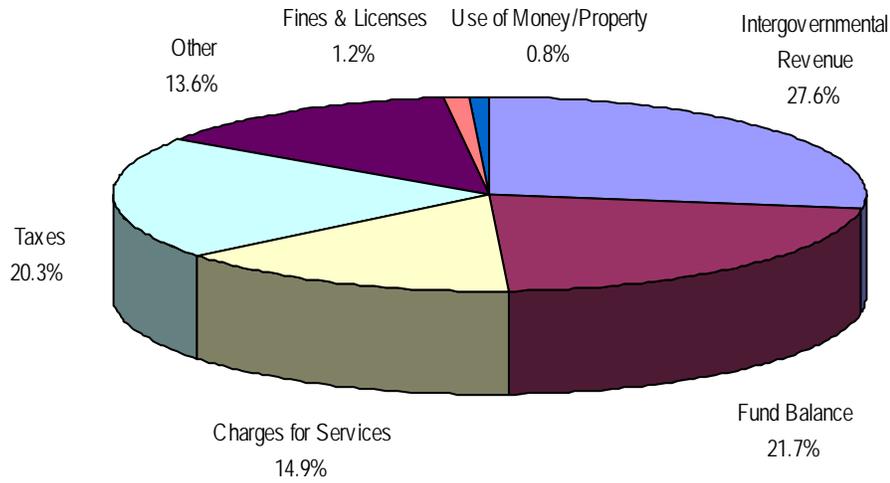
Non-County Funds

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.

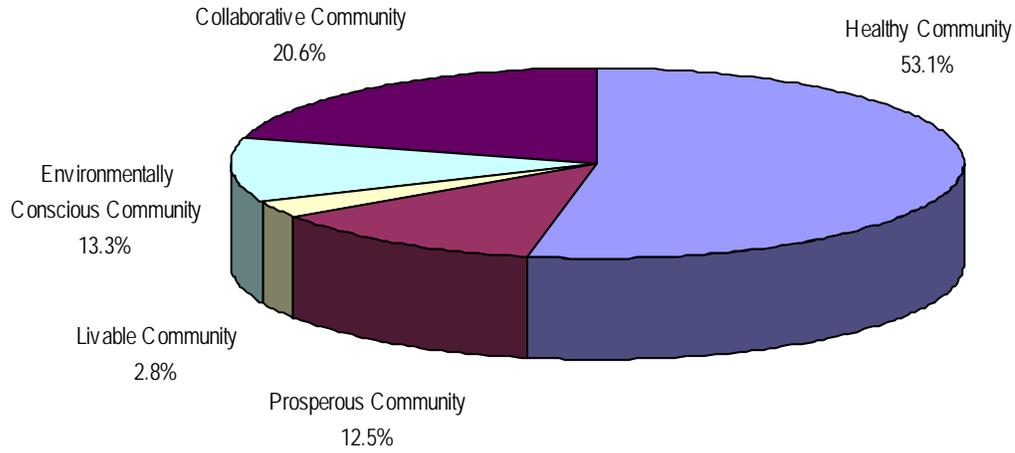
The *Housing Authority Trust Fund* is not maintained by the County, but financial information from the Fund has been entered into the County's budget system so that the Department of Housing's budget display provides an indication of the Department's total costs of providing housing services. The Housing 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 2009-10 Recommended Sources



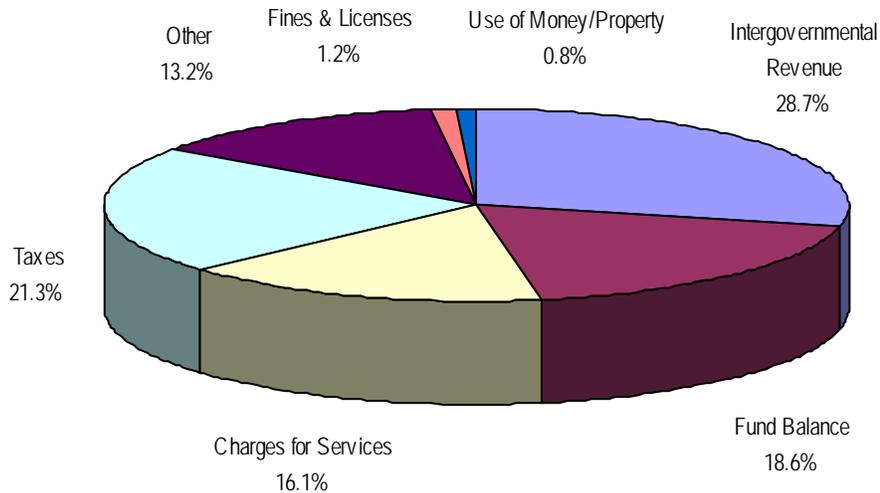
| Sources of Funds | Recommended FY 2009-10 | Percent of Total |
|----------------------------------|------------------------|------------------|
| Taxes | 357,136,953 | 20.27% |
| Licenses, Permits and Franchises | 10,478,678 | 0.59% |
| Fines, Forfeitures and Penalties | 10,283,765 | 0.58% |
| Use of Money and Property | 13,642,484 | 0.77% |
| Intergovernmental Revenues | 485,512,516 | 27.56% |
| Charges for Services | 262,839,811 | 14.92% |
| Interfund Revenue | 104,521,241 | 5.93% |
| Miscellaneous Revenue | 34,222,922 | 1.94% |
| Other Financing Sources | 100,043,947 | 5.68% |
| Fund Balance | 383,016,316 | 21.74% |
| TOTAL SOURCES | 1,761,698,633 | 100.00% |

All County Funds FY 2009-10 Recommended Requirements



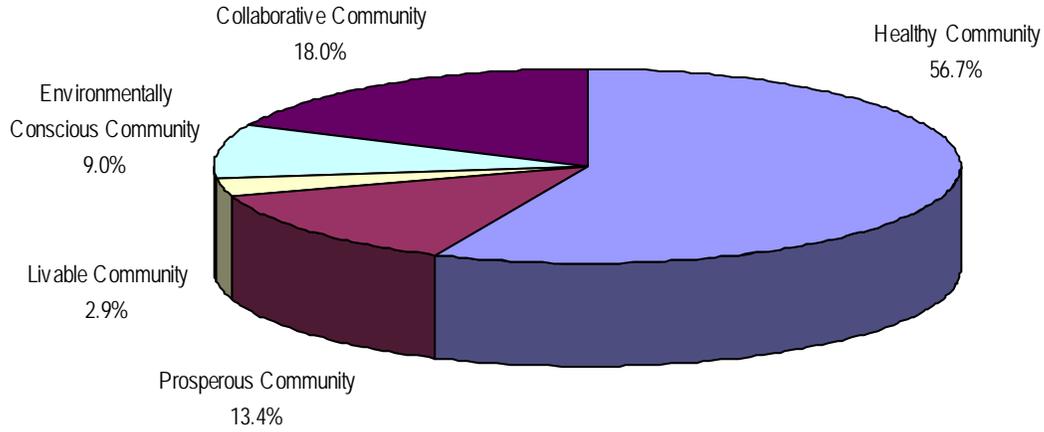
| Use of Funds | Recommended FY 2009-10 | Percent of Total |
|-------------------------------------|------------------------|------------------|
| Healthy Community | 936,272,894 | 53.15% |
| Prosperous Community | 219,346,803 | 12.45% |
| Livable Community | 49,648,940 | 2.82% |
| Environmentally Conscious Community | 193,311,667 | 10.97% |
| Collaborative Community | 363,118,329 | 20.61% |
| TOTAL SOURCES | 1,761,698,633 | 100.00% |

All County Funds FY 2010-11 Recommended Sources



| Source of Funds | Recommended FY 2010-11 | Percent of Total |
|----------------------------------|------------------------|------------------|
| Taxes | 356,987,885 | 21.27% |
| Licenses, Permits and Franchises | 10,494,730 | 0.63% |
| Fines, Forfeitures and Penalties | 10,428,589 | 0.62% |
| Use of Money and Property | 13,802,127 | 0.82% |
| Intergovernmental Revenues | 481,874,379 | 28.71% |
| Charges for Services | 270,925,601 | 16.14% |
| Interfund Revenue | 102,593,338 | 6.11% |
| Miscellaneous Revenue | 34,421,704 | 2.05% |
| Other Financing Sources | 84,775,828 | 5.05% |
| Fund Balance | 312,175,505 | 18.60% |
| TOTAL SOURCES | 1,678,479,686 | 100.00% |

All County Funds FY 2010-11 Recommended Requirements



| Use of Funds | Recommended FY 2010-11 | Percent of Total |
|-------------------------------------|---------------------------|---------------------|
| Healthy Community | 951,237,742 | 56.67% |
| Prosperous Community | 224,822,167 | 13.39% |
| Livable Community | 48,860,083 | 2.91% |
| Environmentally Conscious Community | 151,839,444 | 9.05% |
| Collaborative Community | 301,720,250 | 17.98% |
| TOTAL SOURCES | 1,678,479,686 | 100.00% |

County of San Mateo
Total Requirements - ALL FUNDS

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| TOTAL REQUIREMENTS | | | | | | |
| Healthy Community | 563,301,109 | 600,557,765 | 640,084,785 | 644,196,886 | 4,112,101 | 657,157,360 |
| Prosperous Community | 178,451,626 | 187,704,305 | 224,168,787 | 219,346,803 | (4,821,984) | 224,822,167 |
| Livable Community | 23,915,464 | 22,134,955 | 22,886,493 | 19,416,381 | (3,470,112) | 19,691,320 |
| Environmentally Conscious Community | 27,166,155 | 27,768,203 | 29,639,747 | 32,330,396 | 2,690,649 | 33,429,181 |
| Collaborative Community | 324,111,010 | 295,080,311 | 339,265,354 | 310,191,822 | (29,073,532) | 252,737,949 |
| Subtotal General Fund | 1,116,945,364 | 1,133,245,539 | 1,256,045,166 | 1,225,482,288 | (30,562,878) | 1,187,837,977 |
| Medical Center Enterprise Fund | 219,783,446 | 228,790,026 | 257,363,089 | 258,112,990 | 749,901 | 259,869,096 |
| Coyote Point Marina Operating Fund | 2,586,415 | 2,018,253 | 2,605,194 | 4,039,371 | 1,434,177 | 2,504,299 |
| County Airports Fund | 7,473,866 | 9,440,471 | 5,697,825 | 6,586,064 | 888,239 | 2,896,686 |
| Special Revenue and Trust Funds | 95,406,107 | 99,214,744 | 117,790,658 | 104,941,832 | (12,848,826) | 95,766,244 |
| Capital Projects Funds | 23,427,857 | 24,094,845 | 42,835,730 | 48,623,751 | 5,788,021 | 25,160,505 |
| Debt Service Fund | 43,452,120 | 51,827,728 | 54,195,925 | 46,022,450 | (8,173,475) | 45,323,062 |
| Special Districts Funds | 44,465,814 | 51,421,737 | 54,385,845 | 52,634,480 | (1,751,365) | 43,350,544 |
| Internal Service Funds | 17,943,402 | 17,047,121 | 16,779,983 | 15,255,407 | (1,524,576) | 15,771,273 |
| Total Non-General Fund | 454,539,026 | 483,854,926 | 551,654,249 | 536,216,345 | (15,437,904) | 490,641,709 |
| Total Requirements - All Funds | 1,571,484,390 | 1,617,100,465 | 1,807,699,415 | 1,761,698,633 | (46,000,782) | 1,678,479,686 |
| Total Sources - All Funds | 1,665,702,091 | 1,712,585,895 | 1,807,699,415 | 1,761,698,633 | (46,000,782) | 1,678,479,686 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 5,719.0 | 5,871.0 | 5,856.0 | 5,724.0 | (132.0) | 5,723.0 |
| Funded FTE | 5,463.7 | 5,635.5 | 5,630.7 | 5,516.1 | (114.6) | 5,515.1 |

County of San Mateo
ALL FUNDS

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 343,455,199 | 370,363,702 | 361,439,483 | 357,136,953 | (4,302,530) | 356,987,885 |
| Licenses, Permits and Franchises | 11,858,860 | 11,242,953 | 11,366,252 | 10,478,678 | (887,574) | 10,494,730 |
| Fines, Forfeitures and Penalties | 9,475,444 | 9,874,079 | 10,955,912 | 10,283,765 | (672,147) | 10,428,589 |
| Use of Money and Property | 29,767,211 | 26,512,305 | 20,047,392 | 13,642,484 | (6,404,908) | 13,802,127 |
| Intergovernmental Revenues | 441,260,584 | 433,169,307 | 495,179,836 | 485,512,516 | (9,667,320) | 481,874,379 |
| Charges for Services | 209,205,051 | 214,411,245 | 272,375,585 | 262,839,811 | (9,535,774) | 270,925,601 |
| Interfund Revenue | 87,893,139 | 100,420,914 | 108,227,476 | 104,521,241 | (3,706,235) | 102,593,338 |
| Miscellaneous Revenue | 42,238,193 | 36,772,846 | 53,625,195 | 34,222,922 | (19,402,273) | 34,421,704 |
| Other Financing Sources | 88,412,483 | 99,143,400 | 81,127,834 | 100,943,947 | 18,916,113 | 84,775,828 |
| Total Revenue | 1,263,566,163 | 1,301,910,751 | 1,414,344,965 | 1,378,682,317 | (35,662,648) | 1,366,304,181 |
| Fund Balance | 402,135,928 | 410,675,144 | 393,354,450 | 383,016,316 | (10,338,134) | 312,175,505 |
| TOTAL SOURCES | 1,665,702,091 | 1,712,585,895 | 1,807,699,415 | 1,761,698,633 | (46,000,782) | 1,678,479,686 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 606,072,528 | 646,012,207 | 707,704,895 | 724,077,961 | 16,373,066 | 761,035,513 |
| Services and Supplies | 365,176,554 | 383,020,325 | 493,685,399 | 470,410,640 | (23,274,759) | 445,340,520 |
| Other Charges | 256,830,292 | 279,974,285 | 332,235,544 | 310,813,934 | (21,421,610) | 306,706,489 |
| Fixed Assets | 34,597,963 | 27,289,690 | 58,707,626 | 56,344,883 | (2,362,743) | 27,212,248 |
| Other Financing Uses | 138,392,379 | 156,734,066 | 77,905,031 | 101,811,274 | 23,906,243 | 83,942,796 |
| Gross Appropriations | 1,401,069,716 | 1,493,030,573 | 1,670,238,495 | 1,663,458,692 | (6,779,803) | 1,624,237,566 |
| Intrafund Transfers | (133,371,252) | (153,961,970) | (185,525,656) | (190,501,826) | (4,976,170) | (187,144,073) |
| Net Appropriations | 1,267,698,464 | 1,339,068,604 | 1,484,712,839 | 1,472,956,866 | (11,755,973) | 1,437,093,493 |
| Contingencies/Dept Reserves | 303,785,926 | 278,031,861 | 322,986,576 | 288,741,767 | (34,244,809) | 241,386,193 |
| TOTAL REQUIREMENTS | 1,571,484,390 | 1,617,100,465 | 1,807,699,415 | 1,761,698,633 | (46,000,782) | 1,678,479,686 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 5,719.0 | 5,871.0 | 5,856.0 | 5,724.0 | (132.0) | 5,723.0 |
| Funded FTE | 5,463.7 | 5,635.5 | 5,630.7 | 5,516.1 | (114.6) | 5,515.1 |

County of San Mateo
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 315,056,259 | 340,475,498 | 332,141,487 | 327,144,094 | (4,997,393) | 327,621,037 |
| Licenses, Permits and Franchises | 6,570,024 | 6,000,815 | 6,012,689 | 5,459,160 | (553,529) | 5,614,148 |
| Fines, Forfeitures and Penalties | 8,084,890 | 8,164,450 | 9,047,163 | 8,472,218 | (574,945) | 8,572,630 |
| Use of Money and Property | 22,983,402 | 19,695,970 | 15,727,139 | 9,751,788 | (5,975,351) | 9,936,431 |
| Intergovernmental Revenues | 372,727,101 | 364,673,344 | 401,764,241 | 399,716,374 | (2,047,867) | 404,030,105 |
| Charges for Services | 86,496,956 | 92,371,469 | 94,893,320 | 95,451,444 | 558,124 | 97,606,861 |
| Interfund Revenue | 66,548,089 | 63,575,973 | 71,463,020 | 73,339,407 | 1,876,387 | 75,054,182 |
| Miscellaneous Revenue | 28,579,631 | 27,020,943 | 36,109,677 | 24,200,382 | (11,909,295) | 24,567,234 |
| Other Financing Sources | 483,362 | 617,323 | 3,461,338 | 949,493 | (2,511,845) | 464,493 |
| Total Revenue | 907,529,713 | 922,595,784 | 970,620,074 | 944,484,360 | (26,135,714) | 953,467,121 |
| Fund Balance | 303,593,101 | 306,093,915 | 285,425,092 | 280,997,928 | (4,427,164) | 234,370,856 |
| TOTAL SOURCES | 1,211,122,814 | 1,228,689,699 | 1,256,045,166 | 1,225,482,288 | (30,562,878) | 1,187,837,977 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 453,420,692 | 483,684,630 | 534,561,122 | 547,742,576 | 13,181,454 | 581,141,811 |
| Services and Supplies | 254,152,237 | 270,665,754 | 357,917,269 | 338,513,710 | (19,403,559) | 317,865,468 |
| Other Charges | 194,944,289 | 209,781,945 | 237,188,260 | 225,673,066 | (11,515,194) | 222,823,796 |
| Fixed Assets | 15,406,548 | 3,018,594 | 7,614,054 | 3,352,825 | (4,261,229) | 740,887 |
| Other Financing Uses | 121,099,931 | 140,551,969 | 53,579,371 | 72,948,963 | 19,369,592 | 64,953,769 |
| Gross Appropriations | 1,039,023,697 | 1,107,702,892 | 1,190,860,076 | 1,188,231,140 | (2,628,936) | 1,187,525,731 |
| Intrafund Transfers | (122,517,164) | (144,913,026) | (172,853,054) | (177,401,953) | (4,548,899) | (174,770,765) |
| Net Appropriations | 916,506,533 | 962,789,867 | 1,018,007,022 | 1,010,829,187 | (7,177,835) | (1,012,754,966) |
| Contingencies/Dept Reserves | 200,438,831 | 170,455,672 | 238,038,144 | 214,653,101 | (23,385,043) | 175,083,011 |
| TOTAL REQUIREMENTS | 1,116,945,364 | 1,133,245,539 | 1,256,045,166 | 1,225,482,288 | (30,562,878) | 1,187,837,977 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4,120.0 | 4,216.0 | 4,218.0 | 4,161.0 | (57.0) | 4,160.0 |
| Funded FTE | 4,013.7 | 4,131.6 | 4,142.7 | 4,092.0 | (50.7) | 4,091.0 |

Healthy Community General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,853,221 | 1,886,785 | 2,105,612 | 2,156,634 | 51,022 | 2,165,458 |
| Fines, Forfeitures and Penalties | 8,060,705 | 8,143,349 | 9,029,163 | 8,450,218 | (578,945) | 8,544,630 |
| Use of Money and Property | 530,771 | 641,678 | 579,017 | 434,016 | (145,001) | 434,016 |
| Intergovernmental Revenues | 210,904,670 | 211,544,230 | 219,506,158 | 219,004,565 | (501,593) | 218,794,108 |
| Charges for Services | 58,712,101 | 62,074,813 | 69,310,546 | 71,811,768 | 2,501,222 | 74,623,537 |
| Interfund Revenue | 19,025,722 | 19,730,776 | 20,839,197 | 21,564,040 | 724,843 | 22,439,157 |
| Miscellaneous Revenue | 20,506,437 | 19,966,914 | 18,707,155 | 19,073,514 | 366,359 | 19,057,458 |
| Other Financing Sources | 385,153 | 518,950 | 1,084,261 | 576,795 | (507,466) | 76,795 |
| Total Revenue | 319,978,780 | 324,507,495 | 341,161,109 | 343,071,550 | 1,910,441 | 346,135,159 |
| Fund Balance | 27,558,327 | 30,143,846 | 29,820,877 | 26,703,976 | (3,116,901) | 26,465,412 |
| TOTAL SOURCES | 347,537,107 | 354,651,341 | 370,981,986 | 369,775,526 | (1,206,460) | 372,600,571 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 280,564,600 | 299,770,503 | 320,444,552 | 331,058,235 | 10,613,683 | 353,214,790 |
| Services and Supplies | 150,001,724 | 155,676,535 | 216,532,641 | 197,424,382 | (19,108,259) | 188,801,715 |
| Other Charges | 94,042,086 | 111,142,432 | 109,565,176 | 107,039,516 | (2,525,660) | 106,246,544 |
| Fixed Assets | 3,434,133 | 718,598 | 1,305,857 | 510,151 | (795,706) | 402,935 |
| Other Financing Uses | 55,488,753 | 56,176,939 | 23,015,530 | 39,274,174 | 16,258,644 | 39,281,962 |
| Gross Appropriations | 583,531,296 | 623,485,008 | 670,863,756 | 675,306,458 | 4,442,702 | 687,947,946 |
| Intrafund Transfers | (33,837,691) | (41,101,183) | (49,677,898) | (47,970,873) | 1,707,025 | (46,739,314) |
| Net Appropriations | 549,693,605 | 582,383,825 | 621,185,858 | 627,335,585 | 6,149,727 | 641,208,632 |
| Contingencies/Dept Reserves | 13,607,504 | 18,173,940 | 18,898,927 | 16,861,301 | (2,037,626) | 15,948,728 |
| TOTAL REQUIREMENTS | 563,301,109 | 600,557,765 | 640,084,785 | 644,196,886 | 4,112,101 | 657,157,360 |
| NET COUNTY COST | 215,764,001 | 245,906,426 | 269,102,799 | 274,421,360 | 5,318,561 | 284,556,789 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 2,356.0 | 2,406.0 | 2,404.0 | 2,378.0 | (26.0) | 2,378.0 |
| Funded FTE | 2,280.2 | 2,341.7 | 2,341.2 | 2,323.2 | (18.0) | 2,323.2 |

Prosperous Community
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 142,631,551 | 143,905,584 | 172,867,879 | 170,488,385 | (2,379,494) | 174,999,959 |
| Charges for Services | 1,344,571 | 1,198,806 | 1,846,160 | 1,433,160 | (413,000) | 1,433,160 |
| Interfund Revenue | 3,055,548 | 3,338,615 | 3,913,041 | 4,488,940 | 575,899 | 4,628,155 |
| Miscellaneous Revenue | 2,590,198 | 2,213,438 | 1,974,140 | 1,978,396 | 4,256 | 2,330,304 |
| Total Revenue | 149,621,868 | 150,656,443 | 180,601,220 | 178,388,881 | (2,212,339) | 183,391,578 |
| Fund Balance | 7,596,437 | 12,029,234 | 13,023,452 | 8,847,505 | (4,175,947) | 7,898,825 |
| TOTAL SOURCES | 157,218,305 | 162,685,677 | 193,624,672 | 187,236,386 | (6,388,286) | 191,290,403 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 88,902,989 | 93,798,589 | 108,770,922 | 109,967,538 | 1,196,616 | 116,056,534 |
| Services and Supplies | 43,158,871 | 46,623,415 | 59,489,910 | 56,433,380 | (3,056,530) | 56,881,555 |
| Other Charges | 62,071,921 | 62,288,796 | 74,623,713 | 75,378,493 | 754,780 | 75,431,834 |
| Fixed Assets | 362,466 | 644,588 | 495,731 | 488,000 | (7,731) | |
| Other Financing Uses | 1,311,738 | 318,406 | 333,865 | 334,475 | 610 | 334,475 |
| Gross Appropriations | 195,807,985 | 203,673,794 | 243,714,141 | 242,601,886 | (1,112,255) | 248,704,398 |
| Intrafund Transfers | (22,614,960) | (24,867,013) | (30,320,124) | (31,010,417) | (690,293) | (31,637,565) |
| Net Appropriations | 173,193,025 | 178,806,781 | 213,394,017 | 211,591,469 | (1,802,548) | 217,066,833 |
| Contingencies/Dept Reserves | 5,258,601 | 8,897,524 | 10,774,770 | 7,755,334 | (3,019,436) | 7,755,334 |
| TOTAL REQUIREMENTS | 178,451,626 | 187,704,305 | 224,168,787 | 219,346,803 | (4,821,984) | 224,822,167 |
| NET COUNTY COST | 21,233,321 | 25,018,628 | 30,544,115 | 32,110,417 | 1,566,302 | 33,531,764 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 987.0 | 1,007.0 | 1,013.0 | 991.0 | (22.0) | 991.0 |
| Funded FTE | 962.2 | 995.5 | 1,006.8 | 982.4 | (24.3) | 982.4 |

Livable Community
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 3,858,636 | 3,254,786 | 3,088,000 | 2,444,877 | (643,123) | 2,591,041 |
| Fines, Forfeitures and Penalties | 17,297 | 16,252 | 12,000 | 15,000 | 3,000 | 20,000 |
| Intergovernmental Revenues | 6,764,195 | 7,202,577 | 6,729,443 | 6,662,193 | (67,250) | 6,668,966 |
| Charges for Services | 2,411,600 | 2,163,071 | 2,134,990 | 1,465,600 | (669,390) | 1,595,600 |
| Interfund Revenue | 330,296 | 119,398 | 94,860 | 70,000 | (24,860) | 70,000 |
| Miscellaneous Revenue | 4,081,099 | 3,107,787 | 2,927,283 | 1,936,683 | (990,600) | 1,936,683 |
| Total Revenue | 17,463,124 | 15,863,871 | 14,986,576 | 12,594,353 | (2,392,223) | 12,882,290 |
| Fund Balance | 4,960,625 | 5,528,899 | 5,710,546 | 5,032,361 | (678,185) | 5,032,361 |
| TOTAL SOURCES | 22,423,749 | 21,392,770 | 20,697,122 | 17,626,714 | (3,070,408) | 17,914,651 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 7,659,596 | 8,096,720 | 8,862,801 | 9,102,260 | 239,459 | 9,526,091 |
| Services and Supplies | 5,363,500 | 4,624,129 | 5,516,848 | 6,950,614 | 1,433,766 | 6,841,958 |
| Other Charges | 8,846,272 | 6,334,235 | 6,865,561 | 6,708,198 | (157,363) | 6,708,198 |
| Fixed Assets | | 12,537 | | | | |
| Other Financing Uses | 776,506 | 15,242 | | | | |
| Gross Appropriations | 22,645,875 | 19,082,864 | 21,245,210 | 22,761,072 | 1,515,862 | 23,076,247 |
| Intrafund Transfers | (3,205,129) | (3,096,243) | (2,635,822) | (5,526,694) | (2,890,872) | (5,566,930) |
| Net Appropriations | 19,440,746 | 15,986,620 | 18,609,388 | 17,234,378 | (1,375,010) | 17,509,317 |
| Contingencies/Dept Reserves | 4,474,718 | 6,148,335 | 4,277,105 | 2,182,003 | (2,095,102) | 2,182,003 |
| TOTAL REQUIREMENTS | 23,915,464 | 22,134,955 | 22,886,493 | 19,416,381 | (3,470,112) | 19,691,320 |
| NET COUNTY COST | 1,491,715 | 742,185 | 2,189,371 | 1,789,667 | (399,704) | 1,776,669 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 75.0 | 76.0 | 75.0 | 73.0 | (2.0) | 72.0 |
| Funded FTE | 74.7 | 75.7 | 74.2 | 72.5 | (1.7) | 71.5 |

Environmentally Conscious Community General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 419,111 | 434,419 | 396,198 | 410,000 | 13,802 | 410,000 |
| Fines, Forfeitures and Penalties | 6,888 | 4,849 | 6,000 | 7,000 | 1,000 | 8,000 |
| Use of Money and Property | 526,416 | 535,369 | 538,538 | 633,438 | 94,900 | 654,438 |
| Intergovernmental Revenues | 145,579 | 58,113 | 297,000 | 2,211,169 | 1,914,169 | 2,190,169 |
| Charges for Services | 1,325,626 | 2,122,952 | 1,451,557 | 1,593,472 | 141,915 | 1,640,713 |
| Interfund Revenue | 16,109,551 | 16,379,075 | 18,097,100 | 18,961,593 | 864,493 | 19,658,041 |
| Miscellaneous Revenue | 402,523 | 1,021,188 | 218,600 | 358,156 | 139,556 | 388,156 |
| Other Financing Sources | 96,441 | 96,112 | 370,178 | 323,780 | (46,398) | 338,780 |
| Total Revenue | 19,032,136 | 20,652,077 | 21,375,171 | 24,498,608 | 3,123,437 | 25,288,297 |
| Fund Balance | 294,388 | 310,545 | 635,851 | 672,402 | 36,551 | 654,038 |
| TOTAL SOURCES | 19,326,524 | 20,962,622 | 22,011,022 | 25,171,010 | 3,159,988 | 25,942,335 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 22,121,214 | 23,375,106 | 26,411,442 | 26,820,394 | 408,952 | 28,384,939 |
| Services and Supplies | 15,643,461 | 15,856,240 | 14,994,966 | 14,954,044 | (40,922) | 14,954,044 |
| Other Charges | 4,637,610 | 5,760,219 | 6,339,537 | 6,940,442 | 600,905 | 6,940,442 |
| Fixed Assets | 32,600 | 159,097 | 85,000 | 48,750 | (36,250) | |
| Other Financing Uses | 3,869,051 | 8,867,677 | 12,680,374 | 13,119,666 | 439,292 | 13,058,666 |
| Gross Appropriations | 46,303,936 | 54,018,338 | 60,511,319 | 61,883,296 | 1,371,977 | 63,338,091 |
| Intrafund Transfers | (19,282,486) | (26,707,995) | (31,250,744) | (30,103,219) | 1,147,525 | (30,456,865) |
| Net Appropriations | 27,021,449 | 27,310,343 | 29,260,575 | 31,780,077 | 2,519,502 | 32,881,226 |
| Contingencies/Dept Reserves | 144,706 | 457,860 | 379,172 | 550,319 | 171,147 | 547,955 |
| TOTAL REQUIREMENTS | 27,166,155 | 27,768,203 | 29,639,747 | 32,330,396 | 2,690,649 | 33,429,181 |
| NET COUNTY COST | 7,839,630 | 6,805,586 | 7,628,725 | 7,159,386 | (469,339) | 7,486,846 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 230.0 | 236.0 | 237.0 | 228.0 | (9.0) | 228.0 |
| Funded FTE | 229.6 | 233.8 | 236.2 | 227.1 | (9.1) | 227.1 |

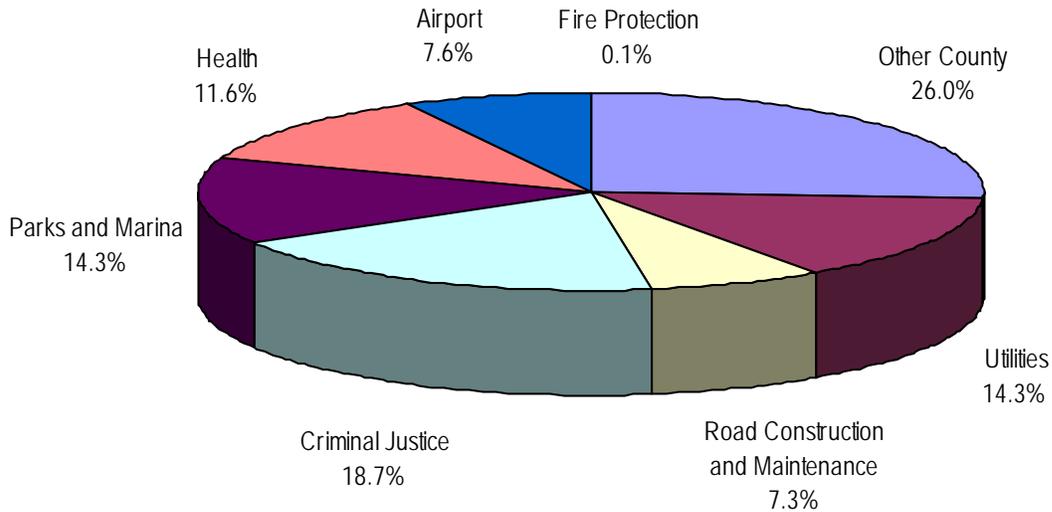
Collaborative Community
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 315,056,259 | 340,475,498 | 332,141,487 | 327,144,094 | (4,997,393) | 327,621,037 |
| Licenses, Permits and Franchises | 439,056 | 424,825 | 422,879 | 447,649 | 24,770 | 447,649 |
| Use of Money and Property | 21,926,215 | 18,518,923 | 14,609,584 | 8,684,334 | (5,925,250) | 8,847,977 |
| Intergovernmental Revenues | 12,281,105 | 1,962,840 | 2,363,761 | 1,350,062 | (1,013,699) | 1,376,903 |
| Charges for Services | 22,703,058 | 24,811,827 | 20,150,067 | 19,147,444 | (1,002,623) | 18,313,851 |
| Interfund Revenue | 28,026,971 | 24,008,108 | 28,518,822 | 28,254,834 | (263,988) | 28,258,829 |
| Miscellaneous Revenue | 999,374 | 711,615 | 12,282,499 | 853,633 | (11,428,866) | 854,633 |
| Other Financing Sources | 1,768 | 2,261 | 2,006,899 | 48,918 | (1,957,981) | 48,918 |
| Total Revenue | 401,433,805 | 410,915,897 | 412,495,998 | 385,930,968 | (26,565,030) | 385,769,797 |
| Fund Balance | 263,183,324 | 258,081,391 | 236,234,366 | 239,741,684 | 3,507,318 | 194,320,220 |
| TOTAL SOURCES | 664,617,129 | 668,997,288 | 648,730,364 | 625,672,652 | (23,057,712) | 580,090,017 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 54,172,293 | 58,643,712 | 70,071,405 | 70,794,149 | 722,744 | 73,959,457 |
| Services and Supplies | 39,984,681 | 47,885,435 | 61,382,904 | 62,751,290 | 1,368,386 | 50,386,196 |
| Other Charges | 25,346,399 | 24,256,264 | 39,794,273 | 29,606,417 | (10,187,856) | 27,496,778 |
| Fixed Assets | 11,577,349 | 1,483,773 | 5,727,466 | 2,305,924 | (3,421,542) | 337,952 |
| Other Financing Uses | 59,653,884 | 75,173,705 | 17,549,602 | 20,220,648 | 2,671,046 | 12,278,666 |
| Gross Appropriations | 190,734,606 | 207,442,889 | 194,525,650 | 185,678,428 | (8,847,222) | 164,459,049 |
| Intrafund Transfers | (43,576,898) | (49,140,591) | (58,968,466) | (62,790,750) | (3,822,284) | (60,370,091) |
| Net Appropriations | 147,157,708 | 158,302,298 | 135,557,184 | 122,887,678 | (12,669,506) | 104,088,958 |
| Contingencies/Dept Reserves | 176,953,302 | 136,778,013 | 203,708,170 | 187,304,144 | (16,404,026) | 148,648,991 |
| TOTAL REQUIREMENTS | 324,111,010 | 295,080,311 | 339,265,354 | 310,191,822 | (29,073,532) | 252,737,949 |
| NET COUNTY COST | (340,546,368) | (373,958,255) | (309,465,010) | (315,480,830) | (6,015,820) | (327,352,068) |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 472.0 | 491.0 | 489.0 | 491.0 | 2.0 | 491.0 |
| Funded FTE | 467.0 | 484.9 | 484.3 | 486.7 | 2.4 | 486.7 |

Capital Projects Summary
All Funds

Capital Improvement Projects by Function
FY 2009-10



| Capital Improvement Projects Budget for FY 2009-10 and FY 2010-11 | FY 2009-10 | FY 2010-11 |
|--|-------------------|-------------------|
| Road Construction and Maintenance Projects (pages 4-40 to 4-44) | | |
| Slurry/Chip Seal Various Roads (Road Fund) | 800,000 | 1,500,000 |
| Major Construction Projects (Road Fund) | 2,235,218 | 1,931,788 |
| Major Construction and Resurfacing Projects (Roadway Improvement Fund) | 350,000 | 300,000 |
| Utilities Projects (pages 4-63 to 4-70) | | |
| Sewer Maintenance/Sanitation Projects | 1,940,000 | 0 |
| Lighting Districts | 225,000 | 0 |
| Flood Control Projects | 4,500,000 | 0 |
| Airport Improvement Projects (pages 4-71 to 4-76) | 3,539,500 | 0 |
| Capital Projects Fund (pages 4-77 to 4-94) | | |
| Criminal Justice Projects | 8,709,526 | 4,354,763 |
| Health Projects | 5,400,599 | 2,700,300 |
| Parks and Marina Projects | 6,650,780 | 3,325,390 |
| Fire Protection Projects | 40,712 | 20,356 |
| Other County Projects | 12,068,133 | 6,034,067 |
| TOTAL CAPITAL IMPROVEMENT PROJECTS - ALL FUNDS | 46,459,468 | 20,166,664 |

Capital Projects Summary

Capital Improvement Program Fiscal Years 2009-11

The proposed Capital Improvement Program (CIP) for Fiscal Years 2009-10 and 2010-11 is hereby submitted pursuant to Section 2.16.120 of the San Mateo County Ordinance Code. The CIP included 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 2009-10 / 2010-11 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 2009-10 and FY 2010-11. 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 210 fully-funded projects, including 39 projects that are new to the budget, representing a total cost of \$32,869,748. Total new spending from the General Fund, including a facility surcharge tacked onto County rent charges, is \$6,910,506.

Significant Projects Completed in Fiscal Year 2008-09

Renovation of the Medium Security Facility

Currently, both adult detention facilities in the County, the Maguire Correctional Facility and the Women's Correctional Center, are severely overcrowded. As a temporary short-term solution to the overcrowding issue, the renovation of the Medium Security Facility (MSF) in La Honda has been completed. Although currently closed, it is ready for reopening as a temporary detention facility should the need arise to relieve overcrowding at the other facilities or during the anticipated transition to a new jail facility currently being planned. The reopening of this facility may add up to \$5.2 million per year in ongoing costs. The operating costs include minimum staffing levels of ten Deputy Sheriffs, five Correctional Officers, and five Sergeants to operate the facility on a 24/7 basis including relief staffing. Also included in the costs are service charges for food, facilities, IT, communications, inmate clothing and bedding, inmate transportation, correctional health services, and inmate programming.

Facility Maintenance

FY 2008-09 was the first year the County utilized the Facility Condition Information System (FCIS) to undertake a three-year deferred maintenance program. Over the course of this fiscal year, hundreds of critical deferred maintenance issues were repaired, restored or replaced. It is anticipated that all identified deferred maintenance in County facilities will be resolved by the end of FY 2010-11.

Americans with Disabilities Act (ADA) Improvements

Every fiscal year, the County allocates \$250,000 to repair facility deficiencies that impair "path of travel" for residents with disabilities. These deficiencies were identified in a Transition Plan developed by the County's Commission on Disabilities in the mid-1990's and updated on a regular basis. During the course of this fiscal year, a number of ADA improvements were completed, including renovations to restrooms in County Office Building #1 at the Redwood City campus and various improvements in County Office Building #2, also at the Redwood City campus, and at the Daly City Youth Center.

Meadowview Playground

Meadowview Playground, the largest playground at Junipero Serra County Park in San Bruno, was completely renovated with the addition of a new rubberized play space and two 54-foot long slides. The playground also features a new large cable net play structure, a smaller climbing apparatus, and climbing boulders—amenities appropriate for children ages 5 to 12.

Significant Projects in Fiscal Year 2009-10

Camp Glenwood Improvement Project

Camp Glenwood was established in 1961 to serve high-risk young men who are facing extended detention in Juvenile Hall or who would have been sentenced to long-term incarceration in a secure California Youth Authority facility. Given the facilities age and changes to programming, a major, five-year renovation is planned that will see the remodel of most of the Camp's physical infrastructure, repair of various plant deficiencies, and renovation of the Camp's outdoor grounds. As noted, a range of additional facility needs will be addressed, as new programming needs are no longer met by the current facility.

Northern and Central Courthouse Seismic Retrofit Project

During FY 2008-09 the County transferred all or part of six Court facilities to the State pursuant to the Trial Court Facilities Act of 2002. Included in these transfers were the transfer of title of the Central Branch Courthouse in the City of San Mateo and transfer of responsibility of the Northern Branch Courthouse in the City of South San Francisco. One of the tenets of both transfer agreements is that the County bring the buildings into Division of the State Architect (DSA) Level IV seismic compliance post transfer. To that end, the County received approval from the State to allocate \$2.75 million in Courthouse Construction Funds for the building retrofits. In addition, the County has contributed \$420,000 in General Fund money as County departments occupy approximately 20% of the Northern Branch facility.

Facility Maintenance

The County will continue to address deferred maintenance, identified by FCIS, through its three-year program with a new allocation of \$3,944,697 to be used in all County facilities.

San Mateo Medical Center (SMMC) Morgue Renovation

The Coroner's office anticipates an increase in the number of cases requiring autopsies under state law. As designed, the configuration of the morgue facilities at SMMC are inadequate as they do not provide enough space to perform multiple procedures without potential contamination of remains critical to criminal casework. The renovation will, within the existing footprint, allow for multiple autopsies without cross contamination, while also eliminating the possibility of work-related injury because of the facility's cramped space.

Road Resurfacing and Reconstruction

The Department of Public Works Road Construction and Maintenance section has budgeted \$2,585,218 to fund major road resurfacing and reconstruction projects Countywide.

Mid-Coast Drainage Improvement Project

The Department of Public Works will install a large storm pipe/catch basin system that will alleviate flooding from Montara Creek that takes place during the winter months along George Street to Cedar Street in the unincorporated community of Montara.

Colma Creek Flood Control Project Repair Project

At a cost of \$5 million, a large section of the 30-year old channel upstream of Spruce Avenue in South San Francisco will be replaced. This project is anticipated to take two years to complete. The FY 2009-10 budget includes \$3 million to begin this work.

County of San Mateo
ALL FUNDS

FY 2009-10 Revenues by Type

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | % Change 2009-10 |
|---|--------------------|--------------------|--------------------|------------------------|--------------------|---------------------|
| SOURCES | | | | | | |
| Property Taxes - General Fund | 162,772,410 | 174,527,341 | 186,081,335 | 189,488,539 | 3,407,204 | 1.8% |
| Property Taxes - Non-General Fund | 23,852,608 | 25,038,126 | 26,030,144 | 26,721,609 | 691,465 | 2.7% |
| Property Taxes - Supplemental | 9,898,894 | 10,034,847 | 9,457,138 | 7,177,777 | (2,279,361) | (24.1%) |
| Property Transfer Tax | 8,192,593 | 6,010,759 | 6,366,914 | 3,757,426 | (2,609,488) | (41.0%) |
| Return of Property Tax (Excess ERAF) | 54,334,630 | 63,526,090 | 29,666,185 | 30,243,820 | 577,635 | 1.9% |
| Property Tax In-Lieu of VLF | 63,336,649 | 68,182,663 | 72,949,556 | 75,154,842 | 2,205,286 | 3.0% |
| Property Tax In-Lieu of Sales Tax | 4,234,284 | 4,615,928 | 4,731,326 | 4,784,567 | 53,241 | 1.1% |
| Sales and Use Taxes | 13,756,653 | 15,389,338 | 16,246,273 | 15,915,516 | (330,757) | (2.0%) |
| Half-Cent Transportation Taxes | 1,139,801 | 1,179,169 | 1,381,925 | 1,398,345 | 16,420 | 1.2% |
| Transient Occupancy Tax | 907,421 | 749,628 | 1,246,832 | 951,474 | (295,358) | (23.7%) |
| Other Taxes | 1,029,256 | 1,109,813 | 7,281,855 | 1,543,038 | (5,738,817) | (78.8%) |
| Taxes | 343,455,199 | 370,363,702 | 361,439,483 | 357,136,953 | (4,302,530) | (1.2%) |
| Building Permits | 2,689,283 | 2,242,445 | 2,238,000 | 1,700,000 | (538,000) | (24.0%) |
| Development and Zoning Permits | 1,858,796 | 1,751,762 | 1,910,570 | 1,653,998 | (256,572) | (13.4%) |
| Franchise Fees | 6,124,607 | 6,080,186 | 5,913,490 | 5,778,017 | (135,473) | (2.3%) |
| Other Licenses and Permits | 1,186,174 | 1,168,560 | 1,304,192 | 1,346,663 | 42,471 | 3.3% |
| Licenses, Permits and Franchises | 11,858,860 | 11,242,953 | 11,366,252 | 10,478,678 | (887,574) | (7.8%) |
| Court Fines and Forfeitures | 8,662,336 | 8,947,035 | 10,313,912 | 9,718,765 | (595,147) | (5.8%) |
| Other Penalties and Forfeitures | 813,108 | 927,044 | 642,000 | 565,000 | (77,000) | (12.0%) |
| Fines, Forfeitures and Penalties | 9,475,444 | 9,874,079 | 10,955,912 | 10,283,765 | (672,147) | (6.1%) |
| Interest Earnings | 20,816,049 | 19,555,352 | 14,414,553 | 8,087,297 | (6,327,256) | (43.9%) |
| Other Investment Income | 5,768,177 | 3,574,447 | 2,182,145 | 2,182,145 | | 0.0% |
| Rents and Concessions | 3,182,986 | 3,382,505 | 3,450,694 | 3,373,042 | (77,652) | (2.3%) |
| Use of Money and Property | 29,767,212 | 26,512,304 | 20,047,392 | 13,642,484 | (6,404,908) | (31.9%) |
| Realignment | 69,746,379 | 72,970,268 | 78,029,998 | 74,647,751 | (3,382,247) | (4.3%) |
| Public Safety Sales Tax (Prop. 172) | 64,206,335 | 63,224,413 | 65,425,959 | 60,987,433 | (4,438,526) | (6.8%) |
| Social Services Programs | 120,267,179 | 119,784,563 | 146,261,927 | 144,277,505 | (1,984,422) | (1.4%) |
| Housing Programs | 6,553,087 | 7,015,888 | 6,506,999 | 6,456,539 | (50,460) | (0.8%) |
| Behavioral Health & Recovery Svcs | 34,512,917 | 39,944,687 | 40,657,740 | 49,414,686 | 8,756,946 | 21.5% |
| Public Health Services | 10,696,503 | 10,892,835 | 9,539,127 | 10,126,463 | 587,336 | 6.2% |

County of San Mateo
ALL FUNDS

FY 2009-10 Revenues by Type

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | % Change 2009-10 |
|--|----------------------|----------------------|----------------------|------------------------|---------------------|---------------------|
| SOURCES | | | | | | |
| Family Health Services | 9,765,287 | 10,821,620 | 10,337,571 | 10,698,777 | 361,206 | 3.5% |
| San Mateo Medical Center | 36,072,518 | 36,185,119 | 44,548,310 | 43,280,710 | (1,267,600) | (2.8%) |
| Other Federal and State Aid | 89,440,379 | 72,329,914 | 93,872,205 | 85,622,652 | (8,249,553) | (8.8%) |
| Intergovernmental Revenues | 441,260,584 | 433,169,307 | 495,179,836 | 485,512,516 | (9,667,320) | (2.0%) |
| General Government Services | 19,933,613 | 20,162,691 | 18,691,004 | 17,325,468 | (1,365,536) | (7.3%) |
| Public Safety Services | 18,497,933 | 17,749,332 | 18,763,705 | 19,608,384 | 844,679 | 4.5% |
| Planning and Building Services | 2,436,472 | 2,180,045 | 2,092,000 | 1,535,500 | (556,500) | (26.6%) |
| Parks Services | 2,298,258 | 2,230,586 | 2,552,275 | 2,644,500 | 92,225 | 3.6% |
| Library Services | 666,756 | 722,505 | 643,000 | 697,000 | 54,000 | 8.4% |
| Behavioral Health & Recovery Svcs | 24,769,471 | 27,896,064 | 32,875,358 | 33,695,489 | 820,131 | 2.5% |
| Public Health Services | 1,534,882 | 1,975,220 | 2,161,522 | 1,968,186 | (193,336) | (8.9%) |
| Family Health Services | 2,627,426 | 2,625,139 | 2,984,920 | 2,911,336 | (73,584) | (2.5%) |
| San Mateo Medical Center | 110,292,051 | 106,728,523 | 160,600,342 | 149,844,642 | (10,755,700) | (6.7%) |
| Other Health Services | 13,809,748 | 14,372,459 | 15,637,443 | 16,569,984 | 932,541 | 6.0% |
| Sanitation Services | 5,819,268 | 8,194,047 | 8,775,225 | 9,056,850 | 281,625 | 3.2% |
| Other Charges for Services | 6,519,173 | 9,574,634 | 6,598,791 | 6,982,472 | 383,681 | 5.8% |
| Charges for Services | 209,205,051 | 214,411,245 | 272,375,585 | 262,839,811 | (9,535,774) | (3.5%) |
| Interfund Revenue | 87,893,139 | 100,420,914 | 108,227,476 | 104,521,241 | (3,706,235) | (3.4%) |
| Interfund Revenue | 87,893,139 | 100,420,914 | 108,227,476 | 104,521,241 | (3,706,235) | (3.4%) |
| Tobacco Settlement | 7,358,349 | 7,586,255 | 7,749,222 | 8,239,925 | 490,703 | 6.3% |
| Foundation Grants | 7,531,988 | 8,846,131 | 10,145,338 | 9,610,492 | (534,846) | (5.3%) |
| Housing Loan & Project Cost Reimb | 3,653,172 | 2,479,520 | 2,461,626 | 1,764,483 | (697,143) | (28.3%) |
| Other Miscellaneous Revenue | 23,694,683 | 17,860,940 | 33,269,009 | 14,608,022 | (18,660,987) | (56.1%) |
| Miscellaneous Revenue | 42,238,192 | 36,772,846 | 53,625,195 | 34,222,922 | (19,402,273) | (36.2%) |
| Operating Transfers - Capital Projects | 9,630,298 | 8,434,282 | 25,254,125 | 29,355,821 | 4,101,696 | 16.2% |
| Operating Transfers - Debt Service | 22,036,612 | 28,758,242 | 30,225,449 | 30,411,099 | 185,650 | 0.6% |
| Other Financing Sources | 56,745,573 | 61,950,876 | 25,648,260 | 40,277,027 | 14,628,767 | 57.0% |
| Other Financing Sources | 88,412,483 | 99,143,400 | 81,127,834 | 100,043,947 | 18,916,113 | 23.3% |
| Total Revenue | 1,263,566,164 | 1,301,910,750 | 1,414,344,965 | 1,378,682,317 | (35,662,648) | (2.5%) |

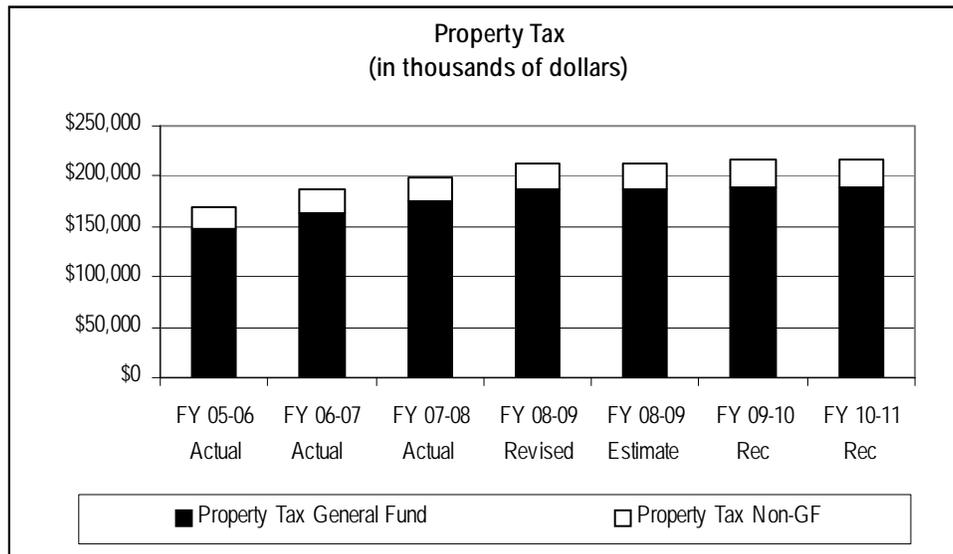
Explanation of Major Revenue Sources:

Property Tax

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

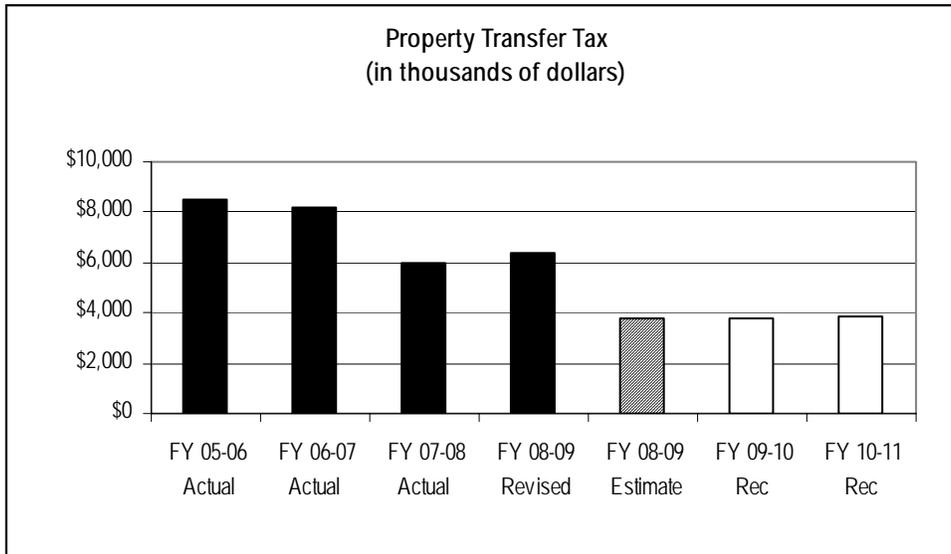
Secured property tax is the County's largest discretionary General Fund revenue source. Secured property tax revenue grew 6.9% in FY 2008-09 and has averaged 7% over or \$11.9 million in annual increases for the General Fund and \$13 million for all funds over the past five years. Looking ahead five years, the County is projecting 2% growth in FY 2009-10, no growth in FY 2010-11 and then 2%, 3% and 3.5% for the following three years. These growth assumptions would result in average annual increases over the five year period of \$3.9 million for the General Fund and \$4.4 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 \$502,250 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. Despite an increase of 11.5% in FY 2008-09, declines over the past five years have averaged 4.8%. Due to the economic downturn and lower activity at the Airport in recent months, unsecured property tax revenue projections are rolled back to FY 2007-08 levels in both FY 2009-10 and FY 2010-11.



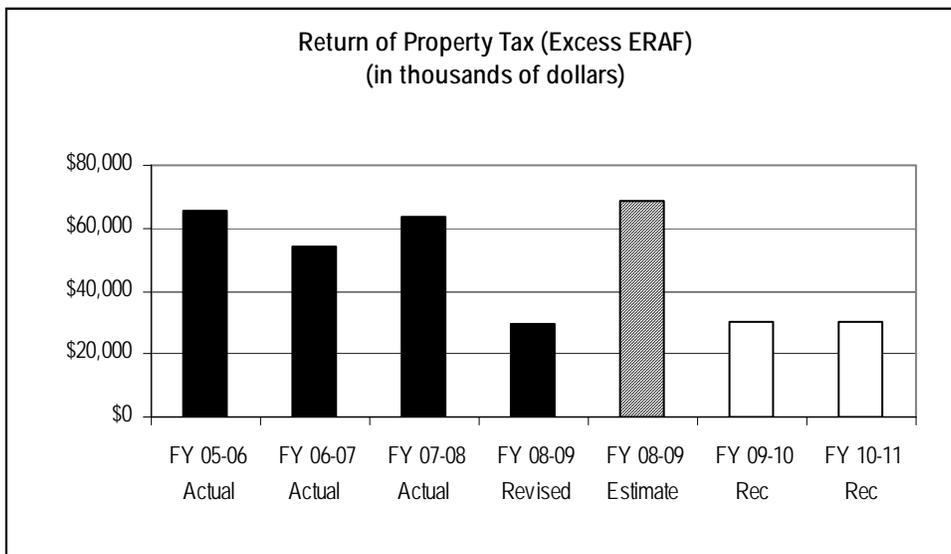
Property Transfer Tax

Property Transfer Tax revenue declined by 26.7% or \$2.2 million in FY 2007-08 and an additional 37.5% or \$2.3 million in FY 2008-09. Predicting that housing market activity will remain down for at least one more year and recover slowly, this revenue source has been budgeted at projected current year levels of \$3.8 million in FY 2009-10 with modest 2% growth expected in FY 2010-11.



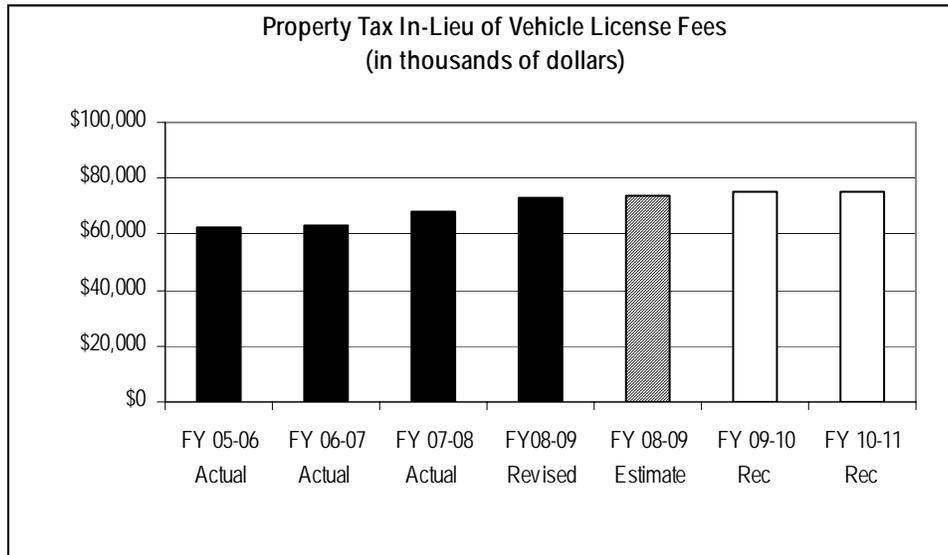
Return of Local Property Tax (Excess ERAF)

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 six years, the County has received \$327.7 million from this revenue source, including an estimated \$68.9 million in FY 2008-09. 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, \$30.2 million is budgeted in FY 2009-10 and FY 2010-11, of which \$29.3 million is in the General Fund. These funds will be set aside in Reserves and used for one-time purposes.



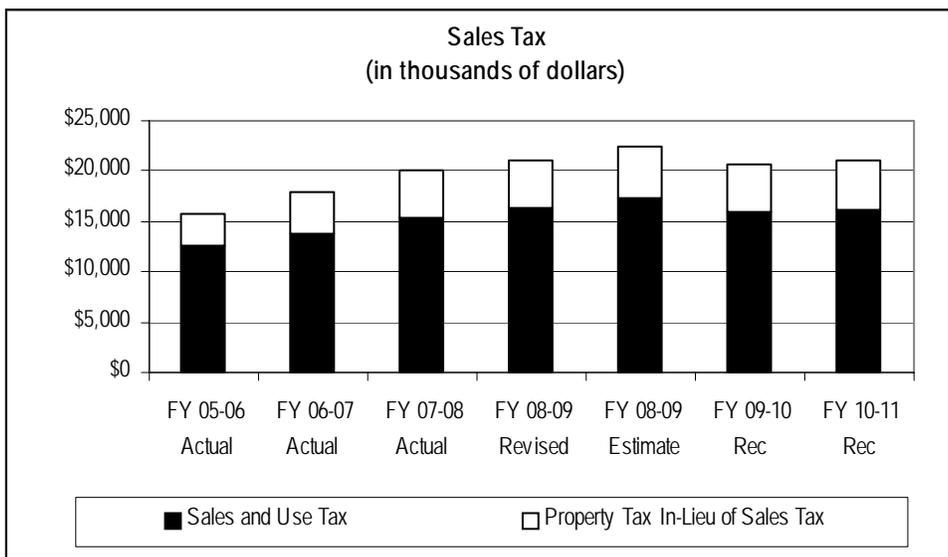
Property Tax In-Lieu of Vehicle License Fees

Budgeted revenues from Property Tax In-Lieu of Vehicle License Fees have been adjusted upward by 2% in FY 2009-10 and kept flat in FY 2010-11, as growth in this revenue source tracks with secured property taxes. The amount appropriated in both FY 2009-10 and FY 2010-11 is \$75.2 million.



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

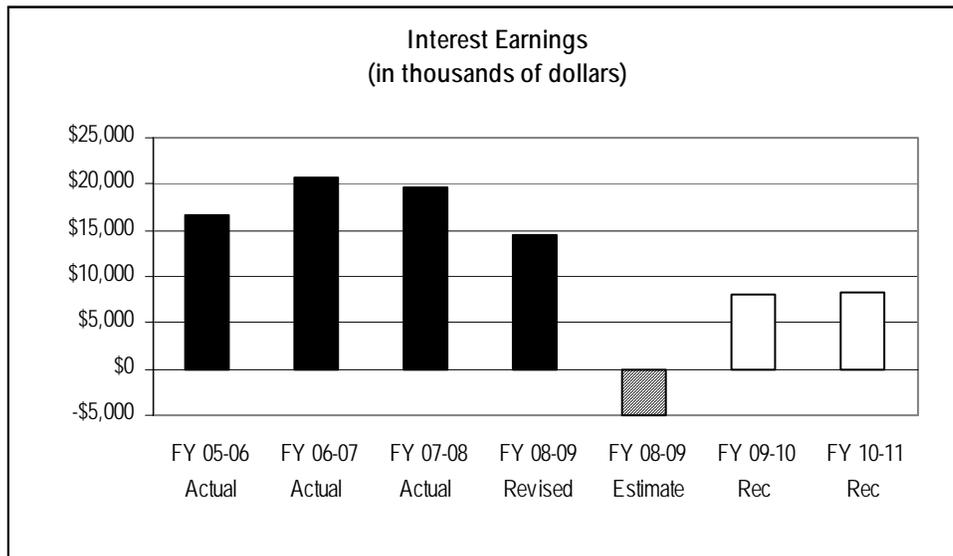
About 60 percent of point-of-sale revenues come from businesses at San Francisco Airport, mostly from car rental agencies and jet fuel. The County began losing the majority of its jet fuel sales tax revenue, about \$1.2 million annually, in the last quarter of FY 2003-04 due to the consolidation of all 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 are projected to increase by 12.7% in FY 2009-10. However, due to declining fuel prices and lower activity at the Airport, an 8.2% reduction off of current year projections is anticipated in FY 2009-10 with a modest 2% increase appropriated in FY 2010-11. 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 fuel prices and local sales activity, a decrease of 6.8% from current year projections is budgeted in FY 2009-10 with modest 2% growth expected in FY 2010-11.



Interest Earnings and Other Investment Income

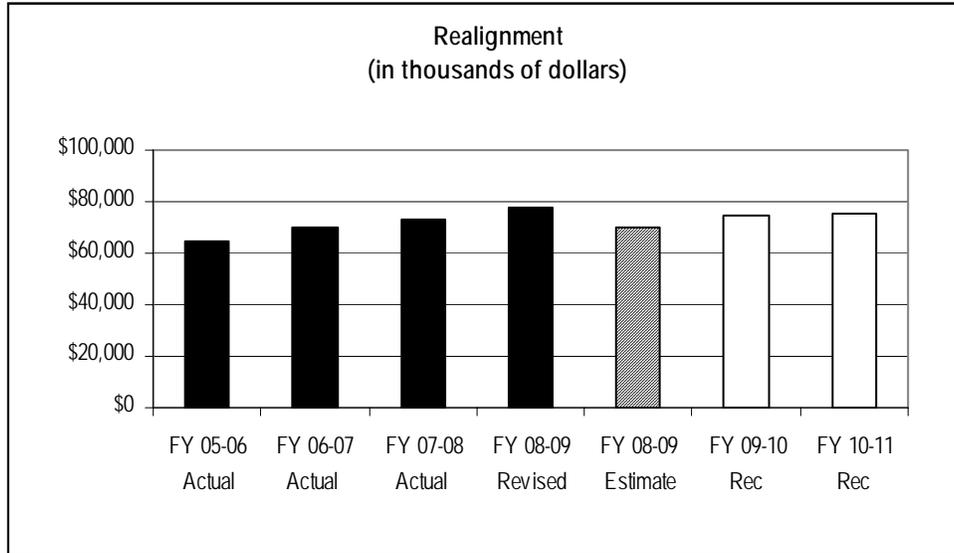
This revenue source includes the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Due to the Lehman Brothers' bankruptcy in which the County General Fund lost \$8.7 million, coupled with lower interest rates, the instability of the financial markets and declining cash balances due to State revenue deferrals, the General Fund is projected to end the year with a loss of \$3.3 million (\$5 million for all funds). An earnings assumption rate of 1.75% was used in estimating the FY 2009-10 revenue, representing a decrease of 43.9% from the current year revised budget. A modest 2% increase is appropriated in FY 2010-11. As a result of the Lehman bankruptcy, the Board of Supervisor's Finance and Operations Committee, working in conjunction with the County Treasurer and the Investment Advisory Committee, initiated a comprehensive process of reviewing and revising 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, is expected to remain flat at \$2.2 million in FY 2009-10 based on assumptions provided by the County's Retirement Office. If the County opts not to pre-fund retirement based on anticipated cash management concerns, this revenue source will be adjusted downward prior to final adoption of the budget in September 2009.



Realignment VLF and Sales Tax

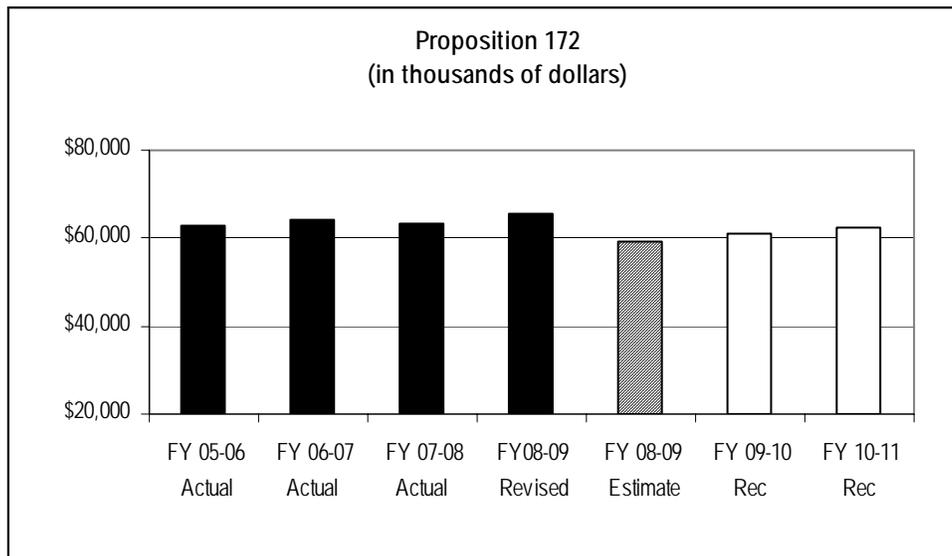
During FY 1991-92, the State experienced a budget deficit and revenue increases were used to balance the budget. Among the most significant was the shift of responsibility from the State to counties for health, mental health, and various social services programs, accompanied by a source of revenue to 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 10% below target in FY 2008-09 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 was reduced 4.3% from the current year revised budget, which may still be optimistic given current and short-term statewide sales tax projections. This area will be closely monitored during the course of FY 2009-10.



Public Safety Half-Cent Sales Tax (Proposition 172)

The County began receiving revenue from this tax in FY 1993-94 after the ballot initiative passed. 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.

Receipts from this revenue source have declined 17.2% over the past seven years from a high of \$71.5 million in FY 2001-02 to a projected \$59.2 million in FY 2008-09. 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 an increase of 3% in the factor, the County is again anticipating a decline in this revenue source of \$4 million or 6.3% from prior year actuals due to anemic statewide sales. The County anticipates that the factor will again increase by up to 4.2% in FY 2009-10 but that declines may continue until the state economy rebounds. Recent quarter to quarter information comparing the third quarter of FY 2008-09 to the third quarter of FY 2007-08 showed an 18.8% decline in statewide sales. Based solely on the anticipation of higher factors, a 2% increase is appropriated in both FY 2009-10 and FY 2010-11. These assumptions may be revisited prior to final adoption of the budget in September 2009.



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 decrease of \$1,984,422 in this funding source due to declining revenues and reimbursements of \$1,482,344 in Prevention and Early Intervention; \$640,782 in CWS; \$584,461 in Adoptions; \$548,988 in CalWORKs administration; \$189,081 in WIA; \$121,474 in Department of Rehabilitation (DOR); and \$16,666 in Federal transportation. These decreases are offset by increases of \$1,304,465 in Aid Payments; \$167,418 in Staff Development cost reimbursements; and \$116,725 in Food Stamp Employment and Training (FSET) and Interim Aid Payments.

Behavioral Health and Recovery Services

A net increase of \$8,756,946 in non-Realignment intergovernmental revenue includes \$8,436,738 in Mental Health Services Act (MHSA, "Proposition 63") funding, \$3,925,999 in State Cost Reimbursement (SB90) and \$582,838 in other State Mental Health revenues; partially offset by a reduction of \$1,522,411 from state and federal agencies due to reduced allocations or the conclusion of grants, and a shift of \$2,666,218 in Early Periodic Screening, Diagnosis and Treatment (EPSDT) funding to MHSA funds.

Charges for Services revenues are increased by \$820,131 due to leveraging of MHSA funds, and a projected increase in Medi-Cal Federal Financial Participation (FFP) revenue and third party reimbursements due to increased utilization review and improved claiming processes.

Public Health

A net increase of \$587,336 in non-Realignment intergovernmental revenue includes increases of \$55,289 in Bioterrorism grants, \$444,825 in contributions from cities for payment of the contract with the Peninsula Humane Society and \$154,955 in Ryan White and Housing Opportunities for People With AIDS (HOPWA) grants; partially offsetting these additions are reductions in other grant funding of \$67,733.

Charges for Services revenues are decreased by \$193,336 due to reductions in Animal licensing fees of \$145,100, Medi-Cal Administration Activities/Targeted Case Management (MAA/TCM) of \$175,833, and Medicare fees of \$146,350; partially offset by increases in laboratory and other fees of \$273,947.

Family Health Services

A net increase of \$361,206 in non-Realignment intergovernmental revenue includes State allocation for the Child Health Disability Prevention (CHDP) and Woman, Infants, and Children (WIC) programs and other grants of \$521,167, which is partially offset by decreases in various other categorical programs of \$159,961.

Charges for Services revenues are decreased by \$73,584 due to reductions in MAA and TCM program revenues.

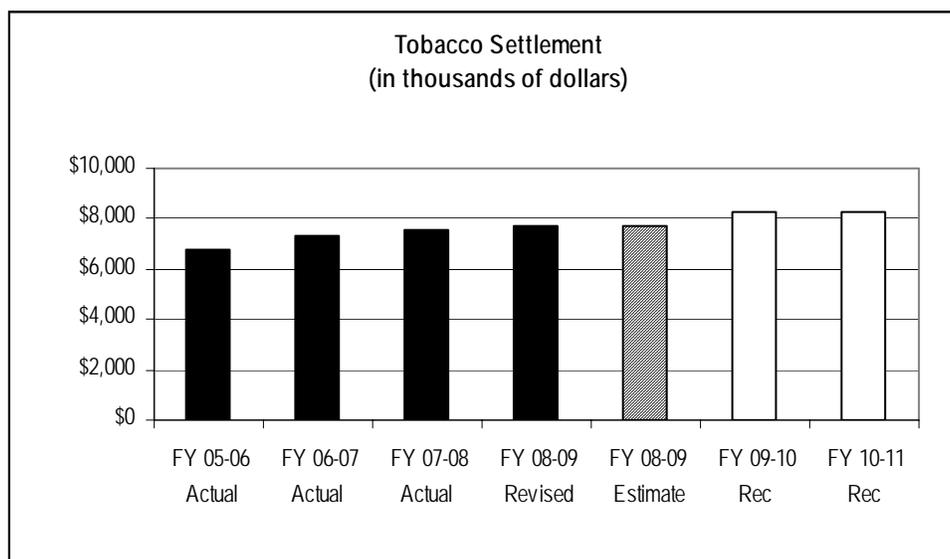
San Mateo Medical Center

There is a net decrease of \$1,267,600 in this funding source due to the loss of tobacco tax income of \$350,000, and decreases in the Medi-Cal waiver of \$1,244,121 and long-term care supplemental funds of \$1,013,242, partially offset by increases in State funding from the Federal Medical Assistance Percentages (FMAP) program. FMAP is the percentage rate used to determine the federal government's matching contribution to specific state-administered programs, which is expected to increase from 50% to 61.59%. The decreases in these accounts were also partially offset by increases in State funding for Hospital Construction and Renovation (SB 1732) of \$912,328; the Public Hospital Outpatient Supplemental Program (AB 915), under the FMAP program, of \$392,817 and a Community Challenge Grant of \$34,618.

Charges for Services are decreased by \$10,755,700 due to a shift of County subsidy funds to Other Financing Sources. These decreases are partially offset by an increase in net patient revenues as a result of reimbursement received from the Health Plan of San Mateo (HPSM) for the WELL and Access Care for Everyone (ACE) programs. Revenue from the HPSM Pay for Performance program was increased to align the budget to the actual amount the Medical Center expects to receive as a result of initiatives to expand pediatrics and intensify Medi-Cal enrollment and retention efforts for long-term care and clinic patients. Additional revenue from the Behavioral Health and Recovery Services initiative also served to offset the decrease.

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 2008-09 receipts came in at \$7,941,884, which is \$699,564 below budget. The budget for this account in FY 2009-10 and FY 2010-11 has been increased to \$8,239,925 based on information received from the State.



Operating Transfers/Other Financing Sources

Operating Transfers - Capital Projects: This revenue source is increased \$4.1 million, from \$25.3 million to \$29.4 million and includes new appropriations of \$5,911,897 from Non-Departmental Services for countywide projects, including deferred maintenance projects identified through the Facility Condition Index System (FCIS); \$998,609 in projects funded with Facility Surcharges, including improvements at Camp Glenwood in La Honda and the Countywide Facility Master Plan; \$3,405,928 in department funded projects, including the Edgewood Park Interpretive Center and Fitzgerald Marine Reserve Outdoor Exhibit, and various remodel and maintenance projects at the San Mateo Medical Center and Burlingame Long Term Care facilities; and reappropriations of \$19,039,387. Included in the reappropriations is the 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, pursuant to the transfer agreements reached with the State's Administrative Office of the Courts.

Operating Transfers - Debt Service: This revenue source is increased \$185,650 to reflect minor adjustments in ongoing debt obligations. In FY 2008-09 the County refunded the 2003 Youth Services Center auction rate security bonds to a fixed rate structure and was able to essentially keep debt service flat due to the County's outstanding credit ratings and a one-time paydown of \$3.8 million in principal.

Other Financing Sources: This revenue source is increased \$14.6 million due to an accounting change necessitated by the shift of \$16.6 million in the San Mateo Medical Center's General Fund subsidy from Charges for Services to Other Financing Sources. This increase is partially offset by the elimination of a one-time sweep of inactive trust fund balances transferred to Non-Departmental Services in FY 2008-09.

County of San Mateo
ALL FUNDS

FY 2009-10 Expenditures by Type

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | % Change 2009-10 |
|--|----------------------|----------------------|----------------------|------------------------|---------------------|---------------------|
| <u>Operating Expenditures</u> | | | | | | |
| Regular Salaries | 377,549,596 | 404,307,655 | 456,924,157 | 459,127,336 | 2,203,179 | 0.5% |
| Extra Help | 17,068,638 | 19,085,725 | 15,358,949 | 15,450,154 | 91,205 | 0.6% |
| Overtime | 21,876,256 | 20,393,699 | 15,014,770 | 14,330,214 | (684,556) | (4.6%) |
| Retirement | 101,732,090 | 106,758,412 | 109,344,699 | 111,514,991 | 2,170,292 | 2.0% |
| Health Benefits | 50,543,017 | 56,263,013 | 61,693,719 | 75,925,616 | 14,231,897 | 23.1% |
| Statutory Compensation | 36,113,350 | 38,024,667 | 42,595,233 | 42,978,476 | 383,243 | 0.9% |
| Other Benefits | 1,189,581 | 1,179,036 | 6,773,368 | 4,751,174 | (2,022,194) | (29.9%) |
| Salaries and Benefits | 606,072,528 | 646,012,207 | 707,704,895 | 724,077,961 | 16,373,066 | 2.3% |
| Office Expense | 17,976,325 | 21,510,185 | 21,388,083 | 25,121,368 | 3,733,285 | 17.5% |
| Drugs/Medical Supplies | 35,957,440 | 37,553,303 | 38,285,027 | 37,331,395 | (953,632) | (2.5%) |
| Non-Capital Equipment | 8,478,512 | 8,476,827 | 5,993,443 | 5,719,790 | (273,653) | (4.6%) |
| Facility/Equipment Maintenance | 21,141,280 | 22,385,184 | 32,205,025 | 30,422,455 | (1,782,570) | (5.5%) |
| Utilities Expense | 14,556,126 | 17,318,561 | 17,888,782 | 17,328,323 | (560,459) | (3.1%) |
| Contracts for Services | 132,041,852 | 140,681,083 | 165,300,761 | 155,943,022 | (9,357,739) | (5.7%) |
| Interagency Agreements | 41,631,688 | 42,374,561 | 42,356,350 | 43,806,681 | 1,450,331 | 3.4% |
| Public Assistance Programs | 67,250,368 | 68,588,494 | 81,623,322 | 84,104,968 | 2,481,646 | 3.0% |
| State Trial Court Contributions | 16,037,933 | 16,089,440 | 16,432,948 | 17,241,972 | 809,024 | 4.9% |
| Medical Center Contributions | 68,568,082 | 72,276,502 | 72,109,653 | 67,816,000 | (4,293,653) | (6.0%) |
| Housing Project Contributions | 7,513,420 | 4,942,615 | 5,509,753 | 5,464,848 | (44,905) | (0.8%) |
| Other Contributions | 12,507,130 | 9,904,868 | 17,799,340 | 12,863,161 | (4,936,179) | (27.7%) |
| Internal Services/Overhead | 157,803,000 | 171,324,689 | 206,922,349 | 212,616,834 | 5,694,485 | 2.8% |
| Debt/Capital Financing | 29,716,431 | 35,689,226 | 50,562,493 | 58,131,382 | 7,568,889 | 15.0% |
| Other Financing Uses/Transfers | 54,170,072 | 65,980,087 | 5,232,885 | 5,305,483 | 72,598 | 1.4% |
| Other Operating Expense | 75,049,568 | 84,633,050 | 124,215,760 | 103,818,166 | (20,397,594) | (16.4%) |
| Operating Sub-Total | 1,366,471,755 | 1,465,740,882 | 1,611,530,869 | 1,607,113,809 | (4,417,060) | (0.3%) |
| Intrafund Transfers | (133,371,252) | (153,961,970) | (185,525,656) | (190,501,826) | (4,976,170) | 2.7% |
| Operating Total | 1,233,100,503 | 1,311,778,912 | 1,426,005,213 | 1,416,611,983 | (9,393,230) | (0.7%) |
| <u>Non-Operating Expenditures</u> | | | | | | |
| Capital Improvements | 12,541,243 | 18,478,247 | 46,255,572 | 49,160,789 | 2,905,217 | 6.3% |
| Capital Purchases | 22,056,720 | 8,811,443 | 12,452,054 | 7,184,094 | (5,267,960) | (42.3%) |
| Expenditure Total | 1,267,698,466 | 1,339,068,602 | 1,484,712,839 | 1,472,956,866 | (11,755,973) | (0.8%) |
| Reserves/Conting.- General Fund | 200,438,831 | 170,455,672 | 238,038,144 | 214,653,101 | (23,385,043) | (9.8%) |
| Reserves/Conting.- Non-General Fund | 103,347,095 | 107,576,211 | 84,948,432 | 74,088,666 | (10,859,766) | (12.8%) |
| TOTAL REQUIREMENTS | 1,571,484,390 | 1,617,100,485 | 1,807,699,415 | 1,761,698,633 | (46,000,782) | (2.5%) |

County of San Mateo
ALL FUNDS

FY 2009-10 Changes in Projected Fund Balance

| Agency/Budget Unit | Beginning Balance | Budgeted Revenues | Budgeted Expenditures | Anticipated Carryforward | Ending Balance | Percent Change |
|--|--------------------|----------------------|-----------------------|--------------------------|--------------------|----------------|
| General Fund | | | | | | |
| General Fund | 280,997,928 | 944,484,360 | 1,010,829,187 | 19,717,755 | 234,370,856 | (16.6%) |
| Special Revenue and Trust Funds | | | | | | |
| Emergency Medical Services Fund | 2,295,198 | 2,202,613 | 2,014,727 | | 2,483,084 | 8.2% |
| IHSS Public Authority Fund | 3,372,646 | 16,404,408 | 16,404,408 | | 3,372,646 | 0.0% |
| Fish and Game Propagation Fund | 69,493 | 6,000 | 20,000 | 14,000 | 69,493 | 0.0% |
| Off-Highway Vehicle License Fund | 146,426 | 7,500 | 114,000 | | 39,926 | (72.7%) |
| Structural Fire Protection Fund | 332,400 | 6,078,729 | 6,207,892 | 129,163 | 332,400 | 0.0% |
| Road Fund | 12,875,833 | 15,376,959 | 21,275,924 | | 6,976,868 | (45.8%) |
| Half-Cent Transportation Fund | 2,433 | 2,712,639 | 2,715,072 | | | (100.0%) |
| Road Improvement Fund | 3,387,533 | 400,000 | 350,000 | | 3,437,533 | 1.5% |
| Solid Waste Fund | 3,926,439 | 5,112,024 | 7,937,776 | | 1,100,687 | (72.0%) |
| County Library Fund | 11,168,772 | 19,063,787 | 20,312,142 | 1,012,913 | 10,933,330 | (2.1%) |
| Enterprise Funds | | | | | | |
| Coyote Point Marina Operating Fund | 811,171 | 3,228,200 | 3,513,371 | 285,171 | 811,171 | 0.0% |
| County Airports Fund | 1,045,612 | 5,540,452 | 6,102,830 | | 483,234 | (53.8%) |
| Medical Center Enterprise Fund | | 258,112,990 | 258,112,990 | | | 0.0% |
| Special District Funds | | | | | | |
| County Service Area #1 Fund | 1,135,836 | 2,141,188 | 2,178,531 | 37,343 | 1,135,836 | 0.0% |
| Public Works Special Districts | 30,964,304 | 18,393,152 | 27,727,865 | | 21,629,591 | (30.1%) |
| Debt Service & Capital Proj Funds | | | | | | |
| Debt Service Fund | 15,611,351 | 30,411,099 | 31,005,280 | | 15,017,170 | (3.8%) |
| Accumulated Capital Outlay Fund | 6,083 | 200 | | | 6,283 | 3.3% |
| Criminal Justice Temp Constr Fund | 944,026 | 1,170,000 | 1,303,083 | | 810,943 | (14.1%) |
| Courthouse Temp Constr Fund | 3,593,748 | 1,190,000 | 4,301,935 | | 481,813 | (86.6%) |
| Parks Acq and Development Fund | 3,061,120 | 5,788,826 | 7,951,219 | 2,237,393 | 3,136,120 | 2.5% |
| Capital Projects Fund | 1,461,764 | 31,407,984 | 32,869,748 | | | (100.0%) |
| Internal Service Funds | | | | | | |
| Motor Pool Internal Service Fund | 5,806,200 | 5,888,251 | 6,229,037 | | 5,465,414 | (5.9%) |
| Construction Services Fund | | 3,560,956 | 3,479,849 | | 81,107 | 100.0% |
| Total All Funds | 383,016,316 | 1,378,682,317 | 1,472,956,866 | 23,433,738 | 312,175,505 | (18.5%) |

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

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

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

General Fund

- General Fund - Beginning Fund Balance is equivalent to 22.9% of Total Sources and Reserves/Contingencies are 21.2% of Net Appropriations. The primary reason for the projected decline of 16.6% or \$46.6 million is directly attributable to the County's structural budget deficit, compounded by the State budget crisis and anticipated revenue deferrals and cuts in State funding; slowdown in the housing market and its impact on transaction related revenues; instability in the financial markets that has had a profound affect on retirement and retiree health unfunded actuarial liabilities as well as interest and investment earnings; and anemic local and statewide sales activity brought on by the overall downturn in the economy. Other factors include the anticipated expenditure of one-time projects and contributions; and the conservative approach the County takes in budgeting Excess ERAF.

Structural Budget Deficit: In December 2008, 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 \$47 million, could grow to \$100 million over the next five years if nothing were done to mitigate its growth and align ongoing revenues and expenditures. The Plan includes conservative growth in property tax and other general purpose revenues, along with continued management of costs by setting budget reduction targets for operating departments; limiting the use of Fund Balance to one-time costs such as unfunded retirement and retiree health liabilities, capital improvements, equipment replacement, and technology upgrades. Guidelines for setting Net County Cost targets for operating departments include: (1) undertake no new expenditures without corresponding new revenue or cost-reduction offsets; (2) reduce rate of growth in General Fund net cost to match expected growth in discretionary revenue; (3) make reductions where the State has not provided funding or has reduced funding; (4) eliminate subsidies to the Structural Fire Fund and the Solid Waste Fund; and (5) reduce contributions to the Medical Center to a level consistent with W&I 17000 indigent healthcare mandate. The Plan also calls for the use of General Fund Reserves over the course of the five years to soften the impact on operating departments and ensure that quality services are provided to the public without disruption. Due to the struggling economy, the County's updated target is to end the five-year plan with combined Non-Departmental Reserves and Contingencies at 5% of General Fund Net Appropriations. The hiring freeze initially implemented in December 2007 continues, ensuring that all County departments maintain a vacancy rate of at least five percent.

Special Revenue and Trust Funds

- Emergency Medical Services Trust Fund - An increase in Fund Balance of \$187,886 is based on estimated year-end closing assumptions, which includes increased revenues to reflect the levying of an additional penalty to be used for designated EMS-related purposes in accordance with SB 1773, and use of Reserves for payment of Physicians/Trauma accounts in accordance with SB 476.
- 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 Fund - Proposition 1B Transportation Bond funds received in FY 2008-09 and FY 2009-10 have been set-aside in Reserves pending the outcome of the State budget. These funds will be used for various roadway improvements and infrastructure projects in FY 2009-10, thereby reducing the available Reserves to carry over as Fund Balance for FY 2010-11.
- Half-Cent Transportation Fund - The Commute Alternatives Program enrollments continue to rise as County employees come to recognize the healthy, environmental, and financial benefits of commuting through transit, carpooling, biking, and walking. It is anticipated that the program expenditures will closely match the available revenues for the next few years. Once the economy improves, sales tax revenues should increase, thereby creating a Reserve in this Fund in future years.
- Road Improvement Fund - Slight increase in Fund Balance is due to anticipated cost reductions for road and drainage improvements. Contractor bids have been lower than expected due to the depressed economy.
- Solid Waste Fund - Expenditures from the Solid Waste Fund continue to exceed revenues due to obligations to pay for the Environmental Health programs, the Sheriff's Office of Emergency Service's Hazmat Program, and other services. Program revenues have also declined due to a reduction in the waste disposed at the County's landfill at Ox Mountain. This is primarily due to the County's efforts to promote recycling, reuse, and reducing consumption. The Environmental Health program costs were reduced by \$100,000 in FY 2008-09 and an additional \$200,000 in FY 2009-10. Garbage collection costs at County facilities previously paid for out of this Fund are now incorporated into County-owned rent charges. The substantial reduction in Fund Balance is primarily due to the major construction projects at the Half Moon Bay and Pescadero landfills in FY 2009-10. At the current level of revenues and expenditures, the Fund Balance will be exhausted by FY 2011-12. A workgroup continues to develop strategies to eliminate the Fund's structural imbalance.
- County Library Fund - Reduction in Fund Balance is primarily due to an anticipated slowdown in the housing market and its impact on related tax revenues.

Enterprise Funds

- County Airports Fund - The San Carlos and Half Moon Bay Airports have received Federal and State funds to make safety improvements and construct other capital projects. Reserves will be appropriated in FY 2009-10 to provide matching funds for the grants.

Special District Funds

- Public Works Special Districts - The various Special Districts administered by Public Works have substantial infrastructure that require major maintenance and capital improvements. Funds are deposited into Reserves each year so that borrowing will not be needed to finance these projects. A number of large projects will be undertaken in FY 2009-10 for sewer and flood control districts. The funding will be drawn from Reserves that were set aside for these purposes.

Debt Service and Capital Service Funds

- Debt Service Fund - Reduction in Fund Balance is primarily due to payments for the 1999 Mutual Aid Radio project.
- Courthouse Temporary Construction Fund - Reduction in Fund Balance is primarily due to the anticipated completion of seismic upgrade projects in FY 2009-10.
- Criminal Justice Construction Fund - Reduction in Fund Balance is due to the appropriation of planned capital improvement projects in FY 2009-10.
- Capital Projects Fund - As a general rule, the County re-appropriates one-half of the year one projects in year two and eliminates year two fund balance until final fund balance adjustments are recognized in the Final Adopted Budget in September.
- Motor Pool Internal Service Fund - Reduction in Fund Balance is primarily due to annual replacement purchases for leased and assigned vehicles.
- Construction Services Fund - Increase in Fund Balance is due to the anticipated re-appropriation of uncompleted projects in FY 2010-11.

County of San Mateo
ALL FUNDS

FY 2009-10 and 2010-11 Authorized Position Summary

| Agency/Budget Unit/Fund | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|--|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| <u>General Fund</u> | | | | | | |
| Healthy Community | | | | | | |
| Health Administration | 16 | 18 | 16 | 15 | (1) | 15 |
| Health Policy and Planning | 28 | 28 | 30 | 30 | 0 | 30 |
| Aging and Adult Services | 122 | 125 | 125 | 125 | 0 | 125 |
| Behavioral Health and Recovery Services | 392 | 412 | 413 | 413 | 0 | 413 |
| Community Health | 233 | 236 | 233 | 232 | (1) | 232 |
| Family Health Services | 175 | 180 | 174 | 176 | 2 | 176 |
| Correctional Health Services | 97 | 101 | 103 | 98 | (5) | 98 |
| Sheriff's Office | 627 | 638 | 645 | 642 | (3) | 642 |
| Probation Department | 465 | 466 | 463 | 446 | (17) | 446 |
| District Attorney / Public Administrator | 128 | 129 | 129 | 129 | 0 | 129 |
| Coroner's Office | 15 | 15 | 15 | 15 | 0 | 15 |
| Public Safety Communications | 58 | 58 | 58 | 57 | (1) | 57 |
| Prosperous Community | | | | | | |
| Human Services Agency | 820 | 852 | 856 | 840 | (16) | 840 |
| Department of Child Support Services | 102 | 98 | 98 | 92 | (6) | 92 |
| Human Resources Department | 65 | 57 | 59 | 59 | 0 | 59 |
| Livable Community | | | | | | |
| Planning and Building | 55 | 56 | 55 | 55 | 0 | 55 |
| Local Agency Formation Commission | 1 | 1 | 1 | 1 | 0 | 1 |
| Department of Housing | 19 | 19 | 19 | 17 | (2) | 16 |
| Environmentally Conscious Community | | | | | | |
| Public Works-Administrative Services | 28 | 28 | 28 | 28 | 0 | 28 |
| Engineering Services | 31 | 30 | 30 | 30 | 0 | 30 |
| Facilities Services | 106 | 112 | 112 | 106 | (6) | 106 |
| Vehicles and Equipment Services | 1 | 1 | 1 | 1 | 0 | 1 |
| Utilities | 8 | 9 | 9 | 9 | 0 | 9 |
| Parks Department | 56 | 56 | 57 | 54 | (3) | 54 |
| Collaborative Community | | | | | | |
| Board of Supervisors | 20 | 20 | 20 | 20 | 0 | 20 |
| County Manager/Clerk of the Board | 40 | 40 | 40 | 40 | 0 | 40 |
| Real Property Services | 3 | 4 | 4 | 4 | 0 | 4 |
| Assessor-County Clerk-Recorder | 123 | 124 | 119 | 113 | (6) | 113 |
| Controller's Office | 41 | 44 | 45 | 45 | 0 | 45 |
| Treasurer-Tax Collector | 63 | 65 | 67 | 66 | (1) | 66 |

FY 2009-10 and 2010-11 Authorized Position Summary

| Agency/Budget Unit/Fund | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| County Counsel | 41 | 40 | 40 | 40 | 0 | 40 |
| Information Services Department | 141 | 154 | 154 | 163 | 9 | 163 |
| Total General Fund | 4,120 | 4,216 | 4,218 | 4,161 | (57) | 4,160 |
| <u>Non-General Fund</u> | | | | | | |
| Healthy Community | | | | | | |
| Medical Center Enterprise Fund | 1,314 | 1,367 | 1,347 | 1,285 | (62) | 1285 |
| Livable Community | | | | | | |
| County Library Fund | 128 | 128 | 130 | 130 | 0 | 130 |
| Environmentally Conscious Community | | | | | | |
| Road Fund | 78 | 79 | 79 | 79 | 0 | 79 |
| Construction Services Fund | 30 | 29 | 29 | 16 | (13) | 16 |
| Motor Pool Internal Service Fund | 15 | 15 | 15 | 15 | 0 | 15 |
| Solid Waste Fund | 8 | 8 | 9 | 9 | 0 | 9 |
| Half-Cent Transportation Fund | 6 | 8 | 8 | 8 | 0 | 8 |
| Sewer District Maintenance Fund | 7 | 7 | 7 | 7 | 0 | 7 |
| County Airports Fund | 8 | 9 | 9 | 9 | 0 | 9 |
| Coyote Point Marina Operating Fund | 5 | 5 | 5 | 5 | 0 | 5 |
| Total Non-General Fund | 1,599 | 1,655 | 1,638 | 1,563 | (75) | 1,563 |
| Total All County Funds | 5,719 | 5,871 | 5,856 | 5,724 | (132) | 5,723 |
| <u>Non-County Funds (Information Only)</u> | | | | | | |
| First 5 San Mateo County | 12 | 12 | 12 | 12 | 0 | 12 |
| Retirement (SamCERA) | 14 | 16 | 16 | 16 | 0 | 16 |
| Housing Authority Fund | 47 | 46 | 46 | 46 | 0 | 46 |

Explanation of Position Changes:**Healthy Community**

Health Administration: Adds one Executive Secretary and one Administrative Secretary II; deletes one Administrative Assistant II, one Financial Services Manager II, one Accountant II; for a net reduction of one position.

Health Policy and Planning: Adds one Administrative Assistant II; deletes one Executive Secretary; for no net change.

Behavioral Health and Recovery Services: Adds four Mental Health Program Specialists; deletes two Marriage and Family Therapist I/II and two Psychiatric Social Worker II; for no net change.

Community Health: Adds one Senior Accountant and one Accountant II; deletes one Administrative Secretary II, one Fiscal Office Specialist and one Financial Services Manager I; for a net reduction of one position.

Family Health Services: Adds one Fiscal Office Specialist, two Financial Services Manager I/II; deletes one Senior Accountant; for a net addition of two positions.

Correctional Health Services: Adds one Psychologist II; deletes one Community Mental Health Nurse, three Cook II and two Food Service Worker II; for a net reduction of five positions.

San Mateo Medical Center - Administrative and Quality Management: Deletes one Deputy Director of Administrative Services, one Clinical Services Manager I, one Medical Office Services Supervisor and one Medical Office Assistant II; for a reduction of four positions.

San Mateo Medical Center - Patient Care Services: Deletes two Staff Nurses, one Charge Nurse, one Clinical Nurse and one Medical Services Assistant II; for a reduction of five positions.

San Mateo Medical Center - Psychiatry Services: Adds one Psychologist II; deletes four Licensed Vocational Nurses, one Crisis Team Technician, one Community Program Specialist III; for a net reduction of five positions.

San Mateo Medical Center - Clinical Ancillary and Support Services: Deletes two Community Program Specialists, two Custodians, one Epidemiologist, one Communicable Disease Investigator, one Medical Services Assistant II and one Medical Office Specialist; for a net reduction of eight positions.

San Mateo Medical Center - Long-Term Care Service: Deletes five Staff Nurse positions.

San Mateo Medical Center - Ambulatory Services: Adds eight Medical Services Assistant IIs; deletes eleven Staff Nurses, ten Patient Services Assistant IIs, three Community Worker IIs, three Licensed Vocational Nurses, two Medical Services Assistant IIs, two Therapy Assistants, one Laboratory Assistant II, one Dietitian, one Utility Worker II, one Social Worker I, one Psychiatric Social Worker II, one Pharmacist, one Pharmacist Technician, one Occupational Therapist, one Radiologic Technologist, one Electrograph Technician, one Clinical Laboratory Scientist and one Clinical Nurse; for a net reduction of 35 positions.

Sheriff's Office: Adds one Sheriff's Sergeant, one Deputy Sheriff, three Crime Analysts, and one Fiscal Office Specialist - Unclassified; deletes one Sheriff's Lieutenant, one Sheriff's Sergeant, four Deputy Sheriff's, one Management Analyst, and two Legal Office Specialists, for a net reduction of three positions.

Probation Department: Adds one Utility Worker; and deletes 11 Deputy Probation Officers, one Administrative Assistant, two Seamstress's, one Accountant, one Public Services Specialist, one Linen and Housekeeping Services Supervisor, and one Administrative Secretary; for a net reduction of 17 positions.

Public Safety Communications: Deletes one Communications Dispatch Coordinator.

(Net change is a reduction of 88 positions in Healthy Community.)

Prosperous Community

Human Services Agency: Adds one Human Services Manager I; transfers out two Information Technology Technicians, two Senior Information Technology Technicians, two Information Technology Analysts, two Senior Information Technology Analysts, and one Information Technology Supervisor; deletes one Rehabilitation Production Supervisor III, two Vocational Rehabilitation Counselors, two Psychiatric Social Worker IIs, one Social Services Program Specialist - Manager, one Social Work Supervisor, and one Office Assistant II; for a net reduction of 16 positions.

Department of Child Support Services: Deletes one Child Support Services Manager, one Child Support Services Supervisor, one Public Services Specialist, two Fiscal Office Assistant IIs, and one Office Assistant II, for a reduction of six positions.

(Net change is a reduction of 22 positions in Prosperous Community.)

Livable Community

Department of Housing: Deletes one Management Analyst II and one Accountant I/II for a reduction of two positions.

County Library: Adds one full-time Accountant II, two Management Analysts I, and one Information Technology Technician; deletes one part-time Accountant II, one Office Assistant II, one Project Read Program Director, and one Library Services Manager; for no net change.

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

Environmentally Conscious Community

Facilities Services: Adds one Craft Supervisor and two Electricians; deletes one vacant Utility Worker II, two Stationary Engineers, three Stationary Engineers, two Custodians, and one Senior Utility Worker; for a net reduction of six positions.

Construction Services: Deletes one Craft Supervisor, five Carpenters, four Electricians, two Utility Worker IIs, and one Elevator Maintenance Mechanic, for a reduction of 13 positions.

Airports: Adds one Program Service Manager I and deletes one vacant Airport Operations Supervisor, for no net change.

Parks Department: Deletes three Park Ranger IIs.

(Net change is a reduction of 22 positions in Environmentally Conscious Community.)

Collaborative Community

Assessor-County Clerk-Recorder: Deletes one Lead Assessor / Recorder Technician, one Appraiser II, one Principal Appraiser, one Management Analyst III, one Information Technology Analyst and one Elections Specialist III; for a reduction of six positions.

Treasurer-Tax Collector: Deletes one Revenue Collector II.

Information Services Department: Transfers in two Information Technology Technicians, two Senior Information Technology Technicians, two Senior Information Technology Analysts, two Information Technology Analysts, and one Information Technology Supervisor from HSA; for a net addition of nine positions.

(Net change is an addition of two positions in Collaborative Community.)

LONG-TERM FINANCIAL POLICIES

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

COUNTY RESERVES POLICY

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

Departmental Reserve Requirements

1. Use of One-Time Funds - One-time funds will not be used to fund ongoing operations, unless in the context of a multi-year financial plan to balance expenditures and reserves.
2. Minimum Departmental Reserve Requirements - Departments shall maintain reserves at a minimum of two (2) percent of Net Appropriations. Departmental Reserves will only be used for the following:
 - a. one-time emergencies
 - b. unanticipated mid-year losses of funding
 - c. short-term coverage of costs associated with unanticipated caseload increases
 - d. short-term coverage of costs to avoid employee lay-offs provided there is a long-term financial plan

If reserves are used during the fiscal year, the first priority for excess Fund Balance is to replenish this amount so that the minimum requirement is met.

For those departments that do not currently maintain reserves, the two-percent minimum will be created to the extent that fund balance is generated by the fiscal year ending June 30, 2001.

Any exceptions to the use of Net Appropriations as the base for minimum reserve calculation will be made on the basis of materiality of adjustment and impact on direct ongoing operations.

3. Guidelines for Fund Balance in Excess of Minimum Reserve Amount
Fund Balance generated in excess of the two (2) percent minimum departmental reserves can only be allocated to the following:
 - a. Purchase of fixed assets
 - b. Sinking fund for future replacement of assets
 - c. Deferred maintenance
 - d. One-time departmental projects
 - e. Reserve for audit disallowances
 - f. Local match for grants
 - g. Seed money for new departmental programs provided there is a plan that includes identification of future ongoing funding sources and outcome measures
 - h. Short-term coverage of operational costs in order to maintain program integrity and prevent employee lay-offs in conjunction with sections 1 and 2 above.
4. Deferred or Incomplete Projects
Unexpended one-time funds from deferred or incomplete projects can be carried over to the next fiscal year at 100% of the amount not spent. These will be exempt from the 75/25 fund balance policy.

5. Service Departments and Non-General Fund Departments

- a. Service departments do not need to set aside reserves. Fund balances generated by service departments shall be evaluated by the Service Charges Committee at the end of each fiscal year to recommend how they should be applied the following year. Application of funds will be done in a way that maximizes cost reimbursement through claiming and fairly allocates any impacts on the A-87 cost plan.
- b. Internal Service Funds can maintain reserves for future replacement costs, such as for vehicles or equipment.
- c. As a goal, County Enterprise Funds, Special Revenue Funds and Special Districts should generate revenue sufficient to support the full direct and indirect costs of these funds above and beyond General Fund subsidy or contribution levels approved by the Board.

General Fund Non-Departmental Reserve Requirements

1. Appropriation for Contingencies – shall be maintained at three (3) percent of total General Fund net appropriations for one-time emergencies and economic uncertainties. In order to maintain the highest possible credit rating, the first priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is maintained at the three (3) percent level.
2. Reserve for Capital Improvements – in order to preserve the County's capital assets, a minimum reserve of \$1 million, which will include half of the Capital Facilities Surcharge, shall be maintained and appropriated annually for countywide capital improvements as specified in the County's Capital Improvement plan. The five-year plan will be updated annually during the budget process.
3. Reserve for Countywide Automation Projects – a minimum reserve of \$1 million shall be maintained and appropriated annually for countywide automation projects that will generate long-term ongoing savings and reductions to net county cost. Projects will be determined during the budget process.
4. Amounts in Excess of Above Requirements - Fund Balance generated in excess of the above requirements can only be allocated or maintained as reserves for the following one-time or short-term purposes:
 - a. Debt retirement
 - b. Litigation
 - c. Local match for grants involving multiple departments
 - d. Seed money for new programs involving multiple departments provided there is a plan that includes identification of future ongoing funding sources and outcome measures; proposals should be submitted to the County Manager's Office in a Decision Package format for review and recommendation to the Board as part of the regular agenda review or budget process
 - e. Other purposes deemed to be fiscally prudent for the County as identified and recommended by the County Manager's Office to the Board of Supervisors.

FUND BALANCE POLICY

Fund Balance is a funding source that represents three components: (1) Carryover Fund Balance from the previous fiscal year, (2) additional revenue received in excess of Estimated Revenue or budgeted amounts in the current fiscal year and (3) unspent Appropriations and Reserves in the current fiscal year. Fund Balance can be set aside in Reserves or can also be appropriated for one-time or short-term purposes.

The Board-approved County Reserves Policy recognizes Fund Balance and Reserves as one-time sources of funding and provides specific guidelines on reserves requirements and appropriate uses of this funding. In calculating Fund Balance, the following guidelines should be used:

- General Fund Departments can retain 75% of their year-end fund balances and 100% of unspent Contingencies and Reserves. Non-General Fund Departments and zero Net County Cost departments can retain 100% of fund balances unless there is agreement to do otherwise.
- The remaining 25% of non-reserved departmental fund balance will go into General Fund Reserves and Contingencies, or appropriated for one-time items such as Countywide technology and capital improvement projects, or appropriated to help balance the budget on a short-term basis.
- Unspent appropriations for technology projects and other one-time special projects can be carried over by departments at 100%.
- Departments with negative Fund Balances are responsible for absorbing 100% of the shortfall.
- The County Reserves Policy requires General Fund departments to maintain a minimum reserves amount equivalent to 2% of Net Appropriations.

INVESTMENT POLICY

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

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

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

The Treasurer prepares a monthly report for the County pool participants, the Board of Supervisors and members of the Oversight Committee stating the type of investment, name of the issuer, maturity date, par and dollar amount of the investment. The report also lists average maturity and market value. In addition, the Treasurer prepares a cash flow report which sets forth projections for revenue inflows and interest earnings as compared to the projections for the operating and capital outflows of depositors. The projection will be for at least the succeeding twelve months. An annual audit of the portfolios, procedures, reports and operations related to the County pool will be conducted in compliance with California law.

The maximum allowable maturity of instruments in the County pool at the time of investment is 15 years and the maximum dollar weighted average maturity of the fund is five years. Subject to California law, funds deposited in the County pool under the County Investment Policy may only be reclaimed at the rate of 20% of the principal balance per month, exclusive of apportionment, payrolls and day-to-day operations, unless specifically authorized by the Treasurer. Gains and losses in the County pool are proportionately allocated to each depositor quarterly, each being given credit for accrued interest earnings and capital gains based on their average daily pool balance. The minimum balance for an outside agency to maintain an account in the County pool is \$100,000.

The Treasurer honors all requests to withdraw funds for normal cash flow purposes. Any requests to withdraw funds for purposes other than cash flow are subject to the limit of 20% of the principal balance per month described above and to the consent of the Treasurer. Such requests are subject to the Treasurer's consideration of the stability and predictability of the County pool or the adverse affect on the interests of the other depositors in the County pool.

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

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

The County Investment Policy permits certain securities lending transactions up to a maximum of 20% of the County pool. The program is conducted under a Custody Agreement by and between the County and The Bank of New York, as custodian. Currently, voluntary participants account for 26.7% 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.

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's 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 the Summer 2009.

DEBT LIMIT

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

DEVELOPMENT OF FEE POLICY

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

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

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

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

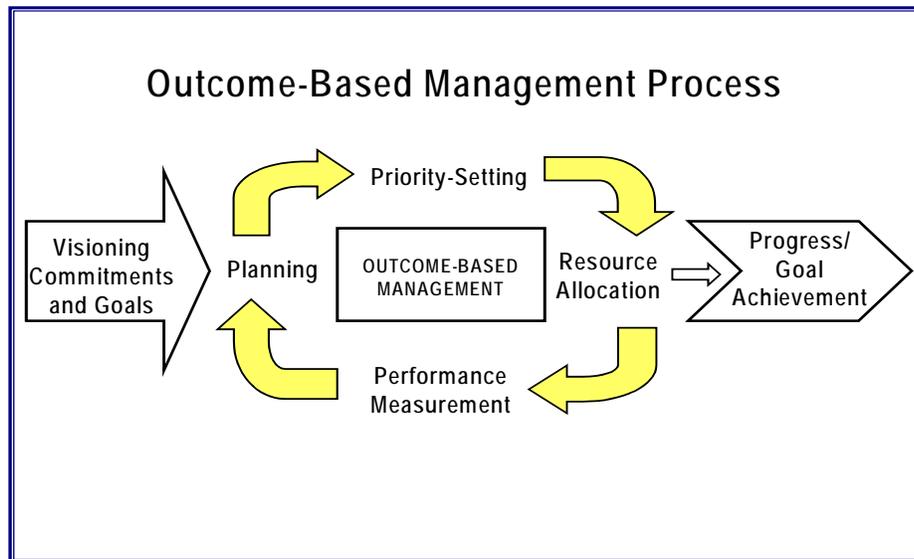
The policy will address several areas, including, but not limited to:

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

COUNTY BUDGET PROCESS

The County budget process is an integral part of Outcome-Based Management (OBM), which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall performance. Using the 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 \$100 million by FY 2013-14 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

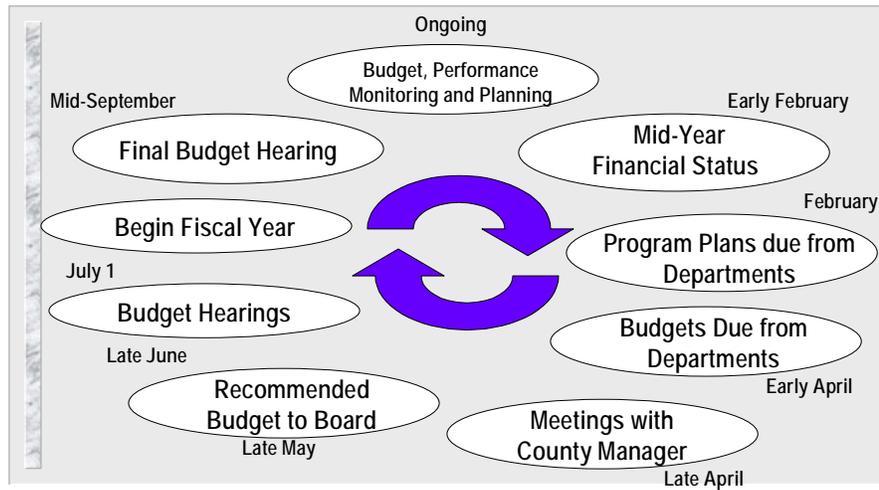
The fiscal year begins July 1 and ends June 30. A mid-year report to the Board of Supervisors is prepared by the County Manager's Office in late January / early February to provide information regarding current financial status of all departments and funds, identify issues that can significantly affect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

Agency / Department/Program Budgets and Final Budget Meetings

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

Recommended Budget and Budget Hearings

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

Once adopted, the Recommended Budget is uploaded to the County's financial system (IFAS) in early July so that 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 8 of this budget document for definitions of accrual, accrual accounting, and modified accrual.

Budget Calendar / Key Dates

At the start of the budget cycle, an extensive calendar is prepared detailing all of the key dates from December through October. The following schedule is a list of the key dates that was distributed to Department Heads and Fiscal Officers at the start of the FY 2009-10 and 2010-11 budget development cycle.

| Key Budget Meetings/Deliverables | 2009 Dates |
|---|-------------------|
| Structural Budget Deficit Board Workshop | December 16, 2008 |
| Year-End Estimates due from Departments (Mid-Year Financials) | January 5 |
| Net County Cost Targets to Departments | January 9 |
| Fiscal Officers Meeting: Budget Kick-Off | January 21 |
| Mid-Year Performance Data due from Departments | January 23 |
| Mid-Year Budget Update (Board Report) | January 27 |
| Agency/Department Overviews and Program Plans due from Departments | February 13 |
| Preliminary Department Budget Meetings with County Manager | March 2-6 |
| Mid-Year Performance Status (Board Report) | March 3 |
| Program Budgets due from Departments | April 3 |
| Final Department Budget Meetings with County Manager | April 20-24 |
| Year 2 Budgets due from Departments seven days after final budget meeting | April 27-May 1 |
| Recommended Budget to Board (also on County website) | May 22 |
| Recommended Budget Hearings | June 22-24 |
| Customer Survey and Year-End Performance Data due from Departments | July 31 |
| Year-End Analysis/Final Fund Balances due from Departments | August 14 |
| Final Budget Hearings/September Revisions | September 29 |
| Year-End Performance Status (Board Report) | October 6 |
| Adopted Budget available | November 2 |

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.

| BUDGETS | Budget Unit Number | Budget Unit Level | Previous Organizational Structure |
|---|--------------------|-------------------|-------------------------------------|
| HEALTHY COMMUNITY | | | |
| 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 General Fund Contribution | 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 |
| Medical Center Operating Budget | 6600D | Department | Health |
| Medical Center Capital Purchases | 6750D | Department | 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 Administration | 2510B | Department | Criminal Justice |
| Private Defender Program | 2800B | Department | Criminal Justice |
| County Support of the Courts | 2700B | Department | Criminal Justice |
| Grand Jury | 1920B | Department | Administration and Fiscal |
| 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 |
| PROSPEROUS COMMUNITY | | | |
| 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 |
| LIVABLE COMMUNITY | | | |
| Planning and Building | 3800B | Department | Community Services |
| LAFCo | 3570B | Department | Community Services |
| County Library | 3700B | Department | Community Services |
| Department of Housing | 7900B | Department | Community Services |

| BUDGETS | Budget Unit Number | Budget Unit Level | Previous Organizational Structure |
|--|--------------------|-------------------|-----------------------------------|
| ENVIRONMENTALLY CONSCIOUS COMMUNITY | | | |
| 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 Fund | 8500D | Fund | Non-Departmental |
| Parks Department | 3900B | Department | Community Services |
| Fish and Game Propagation | 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 |
| COLLABORATIVE COMMUNITY | | | |
| BOS District 1 | 1110B | Division | Administration and Fiscal |
| BOS District 2 | 1120B | Division | Administration and Fiscal |
| BOS District 3 | 1130B | Division | Administration and Fiscal |
| BOS District 4 | 1140B | Division | Administration and Fiscal |
| BOS District 5 | 1150B | Division | Administration and Fiscal |
| County Manager / Clerk of the Board | 1200B | Department | Administration and Fiscal |
| Real Property Services | 1220B | Division | Community Services |
| 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 |
| Information Services Department | 1800B | Department | Administration and Fiscal |
| Non-Departmental Services-Gen Fund | 8000B | Department | Non-Departmental |
| Appropriation for Contingencies | 8100B | Department | 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 |
| Debt Service Fund | 8900B | Fund | Non-Departmental |



Healthy Community

FY 2009-10 and FY 2010-11
Recommended Budget



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.

Shared Vision 2025

Healthy Community

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

Prosperous Community

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

Livable Community

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

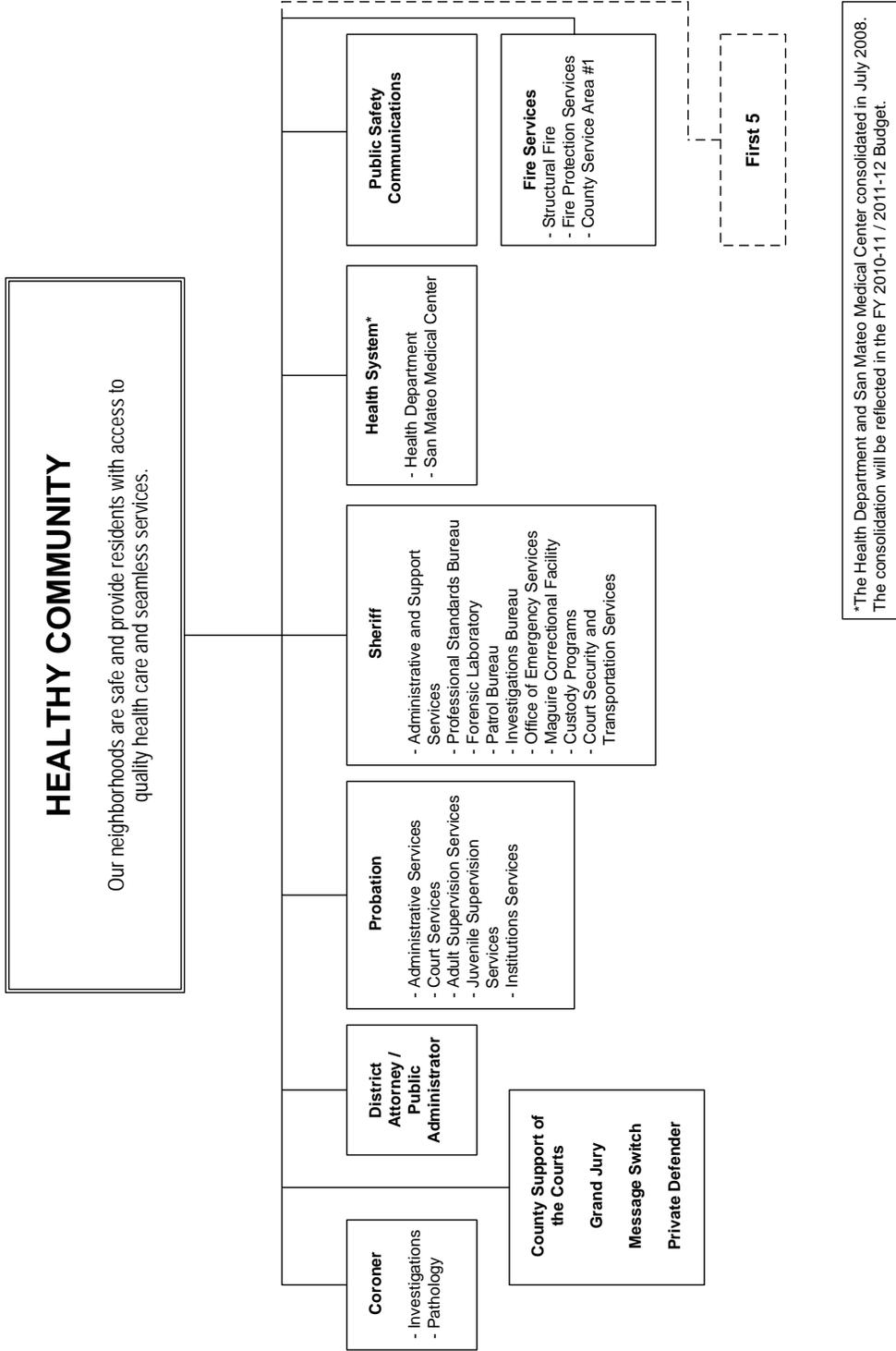
Environmentally Conscious Community

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

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.

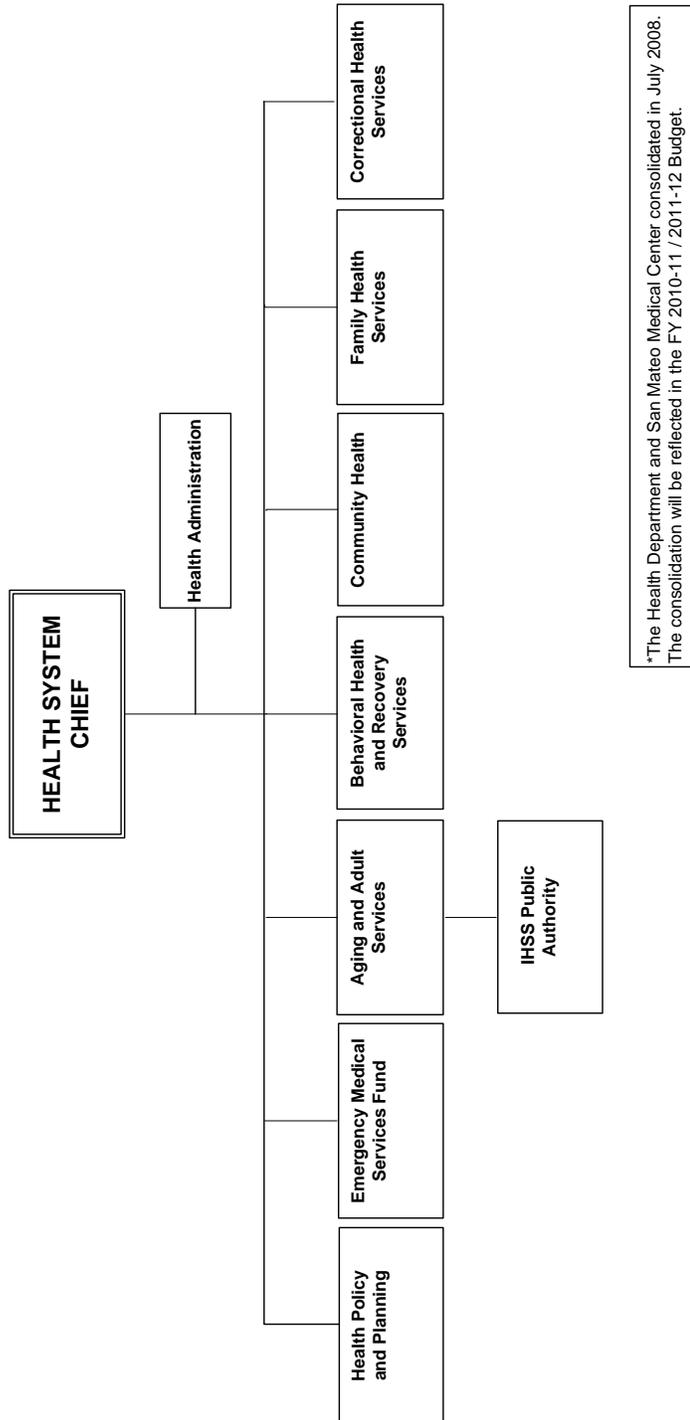
From the beginning with Shared Vision 2010 now ten years ago, the San Mateo County Board of Supervisors has regarded "visioning" not as a project, but rather a dynamic process. Shared Vision has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.



Healthy Community FY 2009-10 and 2010-11 All Funds Summary

| Total Requirements | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|--|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| General Fund Budgets | | | | | | |
| Health Administration | 1,886,552 | 2,468,471 | 2,451,176 | 1,716,689 | (734,487) | 1,716,689 |
| Health Policy and Planning | 7,548,764 | 8,164,698 | 8,044,518 | 7,714,273 | (330,245) | 7,864,330 |
| Aging and Adult Services | 19,227,023 | 21,653,353 | 24,258,532 | 23,930,526 | (328,006) | 24,750,696 |
| IHSS Public Authority GF | 4,487,523 | 4,487,523 | 4,487,523 | 4,487,523 | | 4,487,523 |
| Behavioral Health and Recovery Svcs | 111,820,119 | 125,379,319 | 133,876,615 | 140,744,608 | 6,867,993 | 143,399,718 |
| Community Health | 44,011,088 | 45,256,381 | 45,603,138 | 45,998,881 | 395,743 | 46,672,179 |
| Family Health Services | 21,140,083 | 24,136,024 | 24,540,815 | 25,163,637 | 622,822 | 26,298,994 |
| Correctional Services | 6,770,976 | 7,987,586 | 8,492,897 | 8,593,415 | 100,518 | 8,793,274 |
| Contributions to Medical Center | 72,568,082 | 77,276,502 | 81,109,653 | 76,816,000 | (4,293,653) | 72,416,000 |
| Sheriff's Office | 134,180,087 | 135,411,504 | 148,702,621 | 154,788,816 | 6,086,195 | 161,355,630 |
| Message Switch | 1,113,619 | 994,336 | 1,031,846 | 1,067,956 | 36,110 | 1,067,408 |
| Probation Department | 64,482,604 | 68,870,227 | 73,958,450 | 72,041,083 | (1,917,367) | 75,066,087 |
| District Attorney / Public Administrator | 21,687,204 | 23,622,990 | 25,829,704 | 24,885,633 | (944,071) | 25,941,275 |
| Private Defender Program | 14,624,064 | 15,248,718 | 15,875,032 | 16,510,529 | 635,497 | 17,168,491 |
| County Support of the Courts | 21,246,662 | 21,901,983 | 23,069,881 | 20,436,313 | (2,633,568) | 20,436,313 |
| Grand Jury | 470,562 | 323,660 | 676,491 | 676,491 | | 676,491 |
| Coroner's Office | 2,680,034 | 2,701,479 | 3,073,542 | 3,083,958 | 10,416 | 3,158,757 |
| Public Safety Communications | 7,439,376 | 8,507,676 | 8,794,459 | 9,126,426 | 331,967 | 9,473,376 |
| Fire Protection Services | 5,916,688 | 6,165,336 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |
| Total General Fund | 563,301,109 | 600,557,765 | 640,084,785 | 644,196,886 | 4,112,101 | 657,157,360 |
| Non-General Fund Budgets | | | | | | |
| Emergency Medical Services Fund | 3,323,174 | 4,172,018 | 4,601,300 | 4,497,811 | (103,489) | 4,730,109 |
| IHSS Public Authority | 14,586,353 | 16,341,422 | 18,264,369 | 19,777,054 | 1,512,685 | 19,793,024 |
| San Mateo Medical Center | 216,324,996 | 226,858,941 | 252,981,507 | 253,998,990 | 1,017,483 | 255,755,096 |
| Medical Center Capital Purchases | 3,458,450 | 1,931,084 | 4,381,582 | 4,114,000 | (267,582) | 4,114,000 |
| Structural Fire | 6,083,210 | 6,377,938 | 6,798,597 | 6,411,129 | (387,468) | 6,411,129 |
| County Service Area #1 | 2,813,349 | 3,002,625 | 3,252,170 | 3,277,024 | 24,854 | 3,277,024 |
| Total Non-General Fund | 246,589,531 | 258,684,029 | 290,279,525 | 292,076,008 | 1,796,483 | 294,080,382 |
| Total Requirements | 809,890,640 | 859,241,794 | 930,364,310 | 936,272,894 | 5,908,584 | 951,237,742 |
| Total Sources | 594,126,639 | 613,335,367 | 661,261,511 | 661,851,534 | 590,023 | 666,680,953 |
| Net County Cost | 215,764,001 | 245,906,427 | 269,102,799 | 274,421,360 | 5,318,561 | 284,556,789 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 3,682.0 | 3,785.0 | 3,763.0 | 3,675.0 | (88.0) | 3,675.0 |
| Funded FTE | 3,471.9 | 3,586.0 | 3,568.3 | 3,496.4 | (71.9) | 3,496.4 |
| FOR INFORMATION ONLY: | | | | | | |
| First 5 San Mateo County | 52,285,631 | 46,809,069 | 46,153,012 | 40,310,216 | (5,842,796) | 36,080,434 |

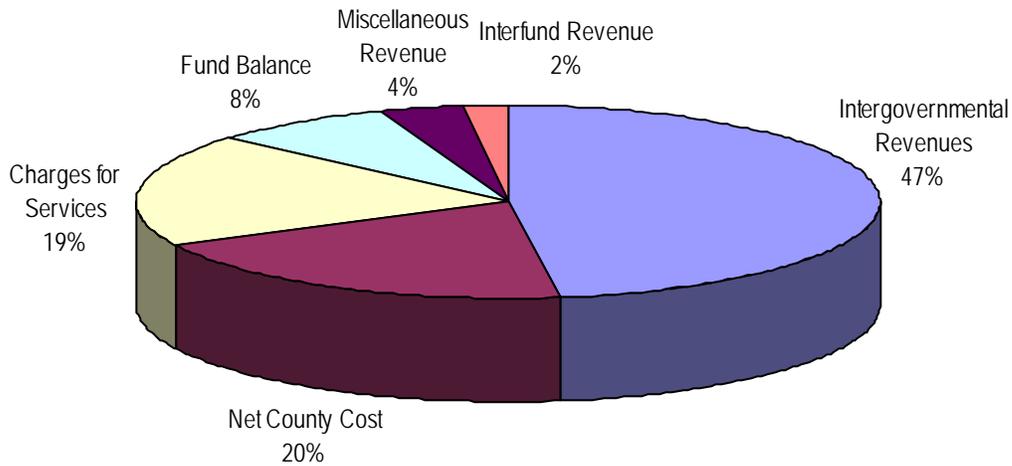
HEALTH DEPARTMENT*



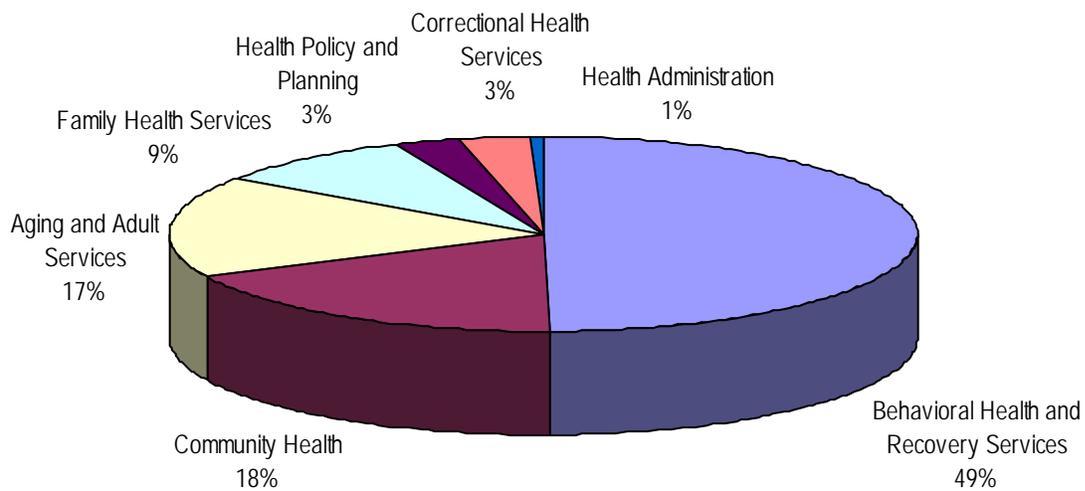
*The Health Department and San Mateo Medical Center consolidated in July 2008. The consolidation will be reflected in the FY 2010-11 / 2011-12 Budget.

Health Department

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

Healthy Community

- ▷ **Health System-Health Department**
- Health System-San Mateo 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
- Grand Jury
- Coroner's Office
- Public Safety Communications
- Fire Services

Department Mission Statement

The mission of the Health Department is to build a healthy community and increase the longevity and quality of people's lives by: protecting the public health of all residents and the environment; providing physical and mental healthcare and protective social services; ensuring emergency response; and engaging the community in key health issues.

Health System Consolidation

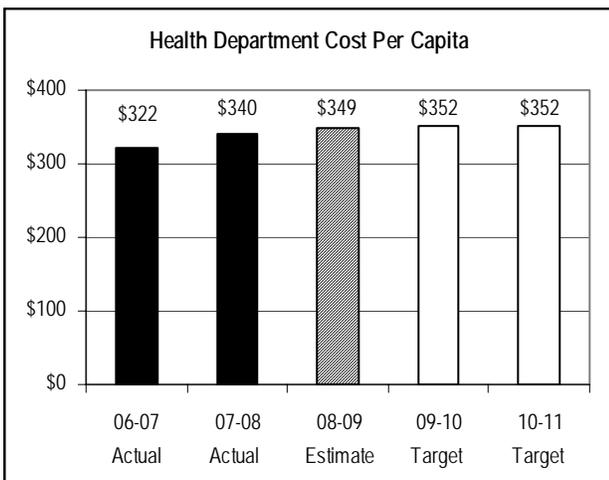
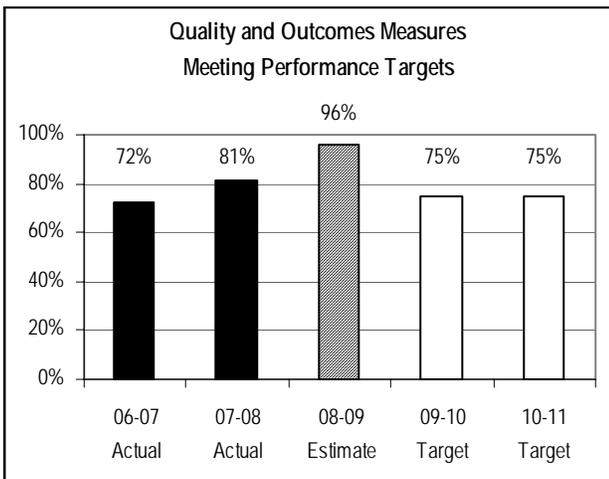
A consistent and widely shared goal among internal and community health leaders is for the County to play a leadership role on local health issues, and leverage its considerable, existing assets in a unified and coordinated manner. This approach must consider the full range of health issues facing the community and embrace roles that range from assessment and community engagement to implementation and delivery of services to a population with complex needs. The County's health responsibilities include both public health functions aimed at protecting the health of the entire San Mateo County population and healthcare delivery system functions oriented toward serving targeted vulnerable populations. In July 2008, in order to align organizational structure with the described functions, the Board of Supervisors created the position of Health System Chief and consolidated health functions under this leadership position. The Health System Chief is responsible for the San Mateo Medical Center (SMMC) and former Health Department, including the newly created Community Health Division. Singular accountability for this range of functions will assist the County and community in finding opportunities for connecting and integrating approaches across health disciplines and working collaboratively. The Health System's work will be guided by a strong emphasis on prevention.

The new Health System Chief assumed responsibilities in mid-January 2009. During that same timeframe, joint processes were initiated across the Health System. Accordingly, the following department overview represents the work of the Health Department (July 2008-January 2009), as well as the initial development of the Health System. For FY 2009-10, the SMMC will have a separate overview. In FY 2010-11, the Department Overview from the prior Health Department and SMMC will be consolidated to represent the full breadth of the entire Health System. The vision is that full alignment of County health functions will enable the County to strategically invest in the prevention and community capacity building work that will ultimately influence disease prevalence and community healthcare needs.

Contributions to Shared Vision 2025
(Fiscal Years 2000 – 2008)

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

Department Measures



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

Received state approval for MHSA ("Proposition 63") plan focused on promoting wellness, resilience, and equity in expanding mental health services to unserved and underserved seriously mentally ill adults, older adults, and seriously emotionally disturbed children and youth. Implemented: Pathways mental health court and related services program; an initiative to improve services to individuals / families with co-occurring mental health and substance use disorders; intensive wrap around services for children, youth, adults, and older/medically fragile adults; expansion of primary care-based services; and hiring of linguistically and culturally diverse community workers, both consumers and family members. Received San Mateo County 2007 STARS Award for an East Palo Alto-focused initiative that created "same day access" for services to clients. Integrated planning for expanded permanent housing resources for the people served through these initiatives with the County's Housing Our People Effectively (HOPE) process. Completed a broad prevention plan for all client groups. Secured \$7,358,200 million in state funding and leveraged an additional \$2.9 million in other revenues to fund these efforts.

- **Engaging and Partnering with Communities—Healthy Communities San Mateo**

Continued community engagement progress on *Healthy Communities San Mateo: A Community Health Improvement Initiative to Eliminate Health Disparities*, which was launched with Board of Supervisors leadership by the Health Disparities Summit in May 2004. The three areas of initial focus included prevention of childhood obesity, substance abuse prevention, and linguistic access to healthcare. Three initial planning documents were completed with broad-based community support and BOS adoption: *Blueprint for Prevention of Childhood Obesity*, *Roadmap for Alcohol, Tobacco and other Drug Prevention*, and; *Linguistic Access Study*. Specific milestones include: worked with community partners to develop *Get Healthy San Mateo County* as a new name for the prevention of childhood obesity that communicates the key goals of this effort; worked with the County Office of Education and Kaiser Permanente to initiate a new resource for schools to improve access to healthy food and physical activity; leveraged Health System's role as a food provider to revamp food choices for key target populations, including young people served at the Youth Services Campus; launched two clearinghouse websites highlighting local innovations at www.getthehealthysmc.org and www.yspacesmc.org; initiated healthy built environment activities in six planning processes across the county; and launched the County Built Environment Workgroup in partnership with the Department of Housing, Parks, Planning and Building, and Public Works; developed a Request for Proposals for Alcohol and Other Drug (AOD) Prevention services that redirected AOD resources to community based prevention efforts.

- **Engaging and Partnering with Communities—Aligning Resources and Partnerships Around the Food System**

Engaged leaders from agriculture, business, and the coasts community to effectively and holistically integrate public health functions related to pesticide control, food safety, and weights and measures. Leveraged new partnerships to strengthen and further disseminate the San Mateo County "As Fresh As it Gets" campaign aimed at promoting locally harvested fruits and vegetables, floral products, and seafood as a strategy to encourage healthy eating and a sustainable, local food system. Specific events include annual awards for community chefs and local restaurants and the development of a label to identify locally produced food. The County invests \$82,500 to support this campaign.

- **Building Internal Capacity—Development of Community Health Division**

The Community Health Division was created in July 2008 to better align core population health functions. It includes a mix of regulatory functions and clinical services aimed at protecting and promoting public health, and integrates core population-focused health services of Agricultural Commissioner / Sealer, Public Health, Emergency Medical Services, and Environmental Health. The integration of these functions provides for deeper capacity in disaster preparedness, stewardship of environmental resources, and service delivery to the most vulnerable clients.

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

Developed and implemented key department-wide efforts to strengthen capacity for improving health and wellness, moving planning activities towards a prevention framework, and serving a diversity of clients. Key milestones include: The adoption of a Departmental Wellness Policy that guides decisions regarding food served at Health System-sponsored meetings; Adopted Health System-wide standards and policies including training of all staff to improve access to services for Limited English Proficient (LEP) clients, related processes also included development of a staff resource portal; launching of the Diversity Film Series and further growth of the Behavioral Health and Recovery Services (BHRS) Cultural Competence Committee, African American Roundtable, PRIDE Initiative and Latino Initiative and; completion of staff training on the root causes of health disparities.

- **Building Internal Capacity—Health Client Data Store**

Completed the first iteration in development of a new, integrated data warehouse that will enable uniform reporting and program monitoring across multiple Health System programs. An investment of \$2,070,000 to develop this system is funded through Health System reserves. This is a key element of the Department's Information Technology Strategic Plan (ITSP), which was approved by the BOS in 2005.

- **Improving Access and Services—Healthier Outcomes through Multidisciplinary Engagement (HOME) Team Initiative**

Began the HOME Team Initiative in Fall 2006 as a partnership involving San Mateo Medical Center, the Human Services Agency, Health Plan of San Mateo, the Health System, and Silicon Valley Community Foundation. Secured a \$100,000 grant to support this effort aimed at improved health outcomes and reduced costs for clients who frequently rely on the emergency room for care. Invested a total of \$350,000 from the Health System and Human Services Agency resources to launch a multidisciplinary team focused on this population. Received an additional \$25,000 in support from the San Mateo Health Foundation in 2008 to secure a dedicated shelter bed for clients who lack housing. The Healthier Outcomes through Multidisciplinary Engagement Team was recognized as a 2008 STARS Awards recipient for excellence in program performance.
- **Improving Access and Services—Emergency Medical Services (EMS) Redesign**

Worked with more than 100 stakeholders including cities, fire service, hospitals, EMS personnel, and consumers to redesign expectations for the County's first response and emergency ambulance services. This work resulted in an Request For Proposals aimed at ensuring the availability of timely and high quality first response and emergency services to the County's diverse geographies and socio-economic groups, in addition to adding new tracking and quality management measures that will enable optimal effectiveness.
- **Influencing Systems and Policy—Community-wide Disaster Preparedness**

Continued focus, in partnership with many countywide internal and external organizations, on disaster response and preparedness, integrating experiences 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 including County departments, schools, businesses, cities, faith- and community-based organizations, vulnerable populations, courts, law enforcement, transportation, and healthcare providers to prepare sector-specific Pandemic Influenza response plans. Conducted a countywide Pandemic Influenza exercise with the community to identify gaps in the plans. Participated in follow-up tabletop exercises focused on pneumonic plague, Bio Watch, and Botulism with special emphasis on communication, coordination and messaging. Disseminated 75,000 pieces of educational material titled *The Influenza Home Care Brochure and Guide to Flu Prevention: A Guide for Group Homes and Other Residential Settings* to staff, board and care facilities, and the public. Trained 202 Health System staff in "Incident Command System" training and involved over 1,100 community members in testing this system.
- **Influencing Systems and Policy—Health Insurance/Coverage Expansion / System Redesign**

Continued statewide leadership on the issue of expanding access to health insurance through the Children's Health Initiative (CHI), which aims to provide universal access to health insurance for children in San Mateo County. Results to date include enrollment of more than 6,300 children in the Healthy Kids program that was created in 2003, as well as increased participation in other public health insurance programs for which children are eligible. Overall uninsurance rates for children have been reduced from 9.1% to 1.4% between 2003 and 2007. Even with more restrictive enrollment processes implemented by the state, San Mateo County maintains one of the highest retention rates for children in public programs.

Continued focus on addressing barriers to healthcare access by completing an 18-month BOS-led Blue Ribbon Task Force (BRTF) on Adult Health Care Coverage Expansion planning process. The BOS accepted preliminary (July 2007) and final planning phase (May 2008) recommendations from the BRTF that establish a shared vision for universal health coverage for adults in the county. The County invested \$300,000 over two years to support planning and research, with an additional \$815,500 secured from private foundation grants. An additional \$21 million over three years was awarded through the State Coverage Initiative competitive application process. This funding has allowed new coverage to nearly 5,000 county adults. Under the County Manager's leadership, and in partnership with San Mateo Medical Center and the Health Plan of San Mateo, a two-year Health System Redesign Initiative was initiated and implemented that aimed at developing and implementing a sustainable and creative approach to healthcare delivery that incorporates key recommendations of the BRTF and a BOS-accepted assessment of strategic priorities.
- **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. The BOS accepted *Children in our Community: A Report on Their Health and Well-Being* in November 2007. The Health System 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. Completed a study of the aging of the county population in partnership with the Department of Housing, SamTrans, SMMC, and HPSM that created a dynamic planning and projections model. The BOS adopted this model as a primary tool for program planning and policy development in October 2007. Developed four policy briefs based on data from the aging study including: model overview; socio-demographics of the aging Baby Boomers; housing issues, and; health care issues. Invested \$300,000 to create this model and planning tool.

Major Accomplishments in FY 2008-09

HEALTHY COMMUNITY

Engaging and Partnering with Communities

- Collaborated with the San Mateo County Youth Commission to develop policy level recommendations that accompanied the Peninsula Partnership Leadership Council Bill of Rights for the Children and Youth of San Mateo County, which was adopted by the BOS in October 2008
- Implemented key Mental Health Services Act Initiatives related to community engagement and outreach to diverse and underserved populations, including contracting with community based organizations to provide outreach and linkage of underserved communities through the North County Outreach Collaborative created in late summer 2008, and contracting for wellness and recovery and behavioral health consumers and family members in East Palo Alto
- Met key milestones in preventing childhood obesity by launching two healthy eating and active living clearinghouse websites in collaboration with over 75 community partners. Web addresses www.gethealthysmc.org and www.yspacesmc.org are the first clearinghouse sites dedicated to local information and materials for parents, educators, health professionals, youth and policy makers
- Facilitated Working Group to Improve Health and Social Services to Pescadero with participation from County and Pescadero organizations, which has resulted in a collaborative workplan, early improvements and submission of a funding proposal to a private foundation

Building Internal Capacity

- Adopted two policies to improve linguistic access to services for Limited English Proficient (LEP) clients: 1) no use of minors and careful use of family members for interpretation; and 2) mandatory notification of a right to interpretation services for clients. This included completion of a competitive RFP process for interpretation and translation services, training of over 1,000 Health System employees, and development of new resources and materials for staff to succeed in implementing the policies
- Aging and Adult Services successfully implemented the Uniform Assessment Tool pilot project in accordance with AB 786 and to strategically contribute to the county's progress on an integrated, comprehensive, and truly client-centered Long-Term care system

Influencing Systems and Policy

- Completed four policy briefs using data from the Aging 2020-2030 Model adopted by the Board of Supervisors (BOS) in October 2007. The briefs were presented at over 50 community forums and included partnership with the Department of Housing and SamTrans
- Strengthened the Health System's capacity for disaster preparedness by training 202 employees in Incident Command and enlisting participation of 1,100 people in various exercises in

communications, mass vaccination, and incident management. The Silver Dragon exercise completed in March 2009 included 10 fire districts and 500 participants. San Mateo County's use of the California Health Alert Network (CAHAN) was ranked #2 in the state based on number of registrants and test activity

- Implemented year one of the BOS-approved vision to expand health coverage as well as the Health System Redesign Initiative aimed at creating a more efficient and effective healthcare system for the uninsured and publicly insured. This work furthers the vision and recommendations of the BOS-led Blue Ribbon Task Force

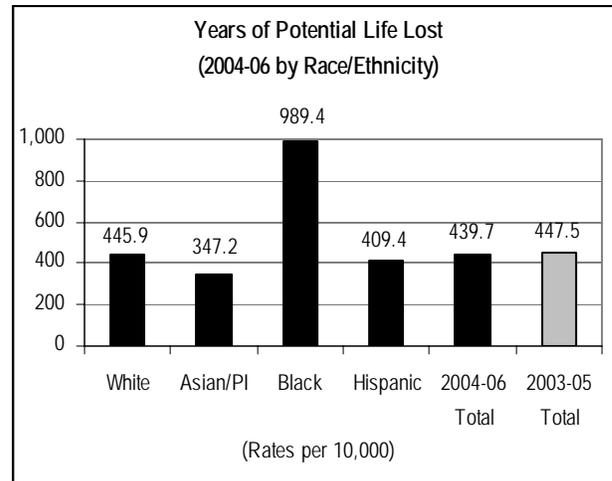
Improving Access and Services

- Aging and Adult Services in partnership with SMMC successfully negotiated, collaborated, and implemented the Meals on Wheels program in the north and central county regions to ensure continuity of services and align with the vision of the County to help vulnerable people achieve a better quality of life
- Implemented year two of the Healthier Outcomes through Multidisciplinary Engagement (HOME) Team program to provide comprehensive case management to frequent users of the San Mateo Medical Center Emergency Department (ED) in order to improve health outcomes and reduce ED visits. The HOME Team was awarded a San Mateo County STARS Award for excellence in program performance as a result of successfully reducing ED use among more than half of the HOME Team clients by 50%
- In partnership with the Women's Recovery Association, Behavioral Health and Recovery Services implemented a pilot project that more appropriately aligns the necessary alcohol and other drug treatment and recovery support for women for a minimum of one year
- Using the recommendations of a one-year stakeholder collaborative process, completed a Request for Proposals process and negotiated contract with the selected contractor for countywide emergency and ambulance services
- Expanded behavioral health services provided through primary care through a partnership with Ravenswood Family Health Center

Major Issues to be Addressed

- **Poverty and Disparities**—the Department must continue to thoughtfully address pressing long-term health issues that are rooted in communities and reflect many underlying factors linked with poverty and disparities, while also addressing day-to-day imperatives of ensuring basic health and safety and assisting vulnerable people to achieve a better quality of life
- **Chronic Disease**—it is recognized that chronic diseases, including mental illness and addiction to alcohol, tobacco, and other drugs take an enormous toll on the community; categorical funding and resulting programmatic limitations make it challenging to address such issues with a public health perspective targeting behavior and community change

- **Disaster Preparedness and Threat of Pandemic Influenza**—international and national research continues to emphasize the need for substantial attention toward activities related to preparing local government and the community for the possible spread of Avian Influenza. These efforts will address basic individual / family health and safety, as well as potential interruptions of vital government and business functions that may follow an outbreak in the community. These efforts will also provide an opportunity to address implications for the threat of other man-made and natural disasters that require continued attention
- **Increasing Healthcare Costs**—the federal government projects that healthcare costs will increase by an average of more than 7% per year until 2015, with even greater increases expected for public healthcare spending. These cost pressures will strain existing systems as public funding sources are expected to remain relatively flat
- **Healthcare Access Barriers**—increasing healthcare costs, the size and composition of the primary care workforce, and changing population demographics have resulted in barriers to healthcare access for children and adults, both locally and beyond. Sustained improvement in population health is hampered by these challenges
- **Workforce Capacity and Diversity**—the Department must continue to invest in a workforce that is aligned with the diversity of the communities being served and recognizes the need for differing health approaches for the county's diverse communities
- **Major Demographic Shifts**—significant changes in healthcare needs are anticipated as the population ages. It is necessary to think strategically regarding how best to anticipate and plan for needed systems changes
- **Anticipated Reforms and Strains in the Criminal Justice System**—state and local reforms and actions targeting the criminal justice system have major implications for healthcare and behavioral healthcare systems, costs, and workforce capacity. Local efforts, such as expansion of the *Choices* substance abuse treatment program to promote successful reentry of inmates and the Mentally Ill Offender Crime Reduction (MIOCR) program for women offenders, begin to anticipate these challenges but it is clear that further changes in the criminal justice system will affect the need for resources and support within health systems
- **Community Capacity**—there is a need to be mindful of the community's capacity to address priority health issues and how best to partner with the community in promoting health and well-being, including the community's level of preparedness for a disaster. The recession facing the country strains the vitality of community based organizations that play a role in sustaining a healthy community
- **Data-Informed Practices**—the Department will be challenged to keep up with the vast amount of "best practice" and "evidence-based" research that emerges on health issues and incorporates the findings most relevant for the community, its assets, and its needs
- **Critical Infrastructure**—there is a need to invest in critical infrastructure (space, information technology, seismically sound buildings) necessary to support the many programs and initiatives for which the Health System is responsible
- **Public Healthcare Policy**—state and federal policy-makers must continually be informed of County efforts to innovate and pilot community based solutions for building a healthy community. As the spectrum of public health expands to include elements of land use / planning and sustainable agriculture, new public policy approaches must emerge



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 U.S. population groups, including racial and ethnic minority groups such as African Americans, Hispanics / Latinos, Asian Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and / or socioeconomic groups such as low-income and rural populations, experience a disproportionately high burden of disease and mortality
- San Mateo County exhibits these same trends in health disparities, and reducing them requires concerted actions across a wide range of factors including place, partnerships, and addressing the social determinants of health such as education, inequality, income, 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 communities

Goals:

- Reduce health disparities
- Engage the community in addressing the social determinants of health

Objectives:

- By 2010, reduce levels of childhood overweight from 25% to 20%
- By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%
- Increase 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 through focused efforts to improve access to mental health services, initially focusing on partnerships with at least two ethnic communities in the county

Major Milestones:

- Continue community engagement in implementation of communitywide plans to prevent childhood obesity among other chronic diseases and substance abuse
- Implement key recommendations from internal assessment to promote youth development aimed at strengthening approaches across Health System programs
- Disseminate findings and identify local program and policy implications from the locally created model that projects the impact of the aging of the population for San Mateo County's healthcare, housing, and transportation planning
- Implement community access and engagement initiatives in two areas of the county—Daly City / South San Francisco and East Palo Alto / Menlo Park—to improve access to mental health services for underserved ethnic communities within the county
- Assist community partners in refining Pandemic Influenza plans and developing the institutional learning required to make these plans effective
- Build on Department work in analyzing geography and school links represented by contracts for services targeting children and families by linking findings and follow-up recommendations with work of other County departments

County Partners:

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

FY 2009-10 Budget Impact:

In addition to the 8.0 FTE staff in Health Policy and Planning who will continue to lead and coordinate these efforts, existing resources across System divisions are being redirected toward this initiative. This work is being conducted in partnership with several county and community organizations.

2. Influencing Systems and Policy: Health System Redesign / Chronic Disease Model of Care

Alignment to Shared Vision:

- Healthy Community

Major Issues to be Addressed:

- Increasing prevalence of chronic disease
- Demographic shifts indicating a 72% increase in the older adult population over the next 10-15 years
- Balance current needs that exceed available resources with the legitimate needs of future populations
- Continued escalation in the cost of delivering healthcare services
- Significantly higher rates of chronic medical disease among clients with a mental health diagnosis than other publicly insured adults

Goals:

- Improve access to services and care, with a concentrated focus on preventive services
- Improve management of chronic disease across systems to ensure efficiency and effectiveness in care coordination and targeting of medical resources

Objectives:

- By 2011, design and implement a sustainable and creative approach to healthcare delivery that incorporates key recommendations of the Health Management Associates Phase 2 Final Report and the recommendations of the Blue Ribbon Task Force
- Decrease Emergency Department, and higher levels of care use
- Increase linkages between delivery of mental health, primary care and community-based services

Major Milestones:

- The Board of Supervisors (BOS) approved a transfer of the indigent care program administration from the County to Health Plan of San Mateo effective January 1, 2009 which continues movement toward a seamless and coordinated coverage program for the population with incomes below 200% of the Federal Poverty Level, in alignment with the recommendations of the Blue Ribbon Task Force
- Uninsurance rates for children have been reduced from 9.1% to 1.4% between 2003 and 2007
- The BOS accepted preliminary (July 2007) and final planning phase (May 2008) recommendations from the Blue

- Ribbon Task Force that establish a shared vision for universal health coverage for adults in San Mateo County
- Awarded a San Mateo County STARS award in FY 2008-09 for program performance for the efforts of the Healthier Outcomes through Multidisciplinary Engagement team, which assists clients who had accessed the Emergency Department seven or more times during the prior year in achieving improved access to primary and specialty care
 - Analyzed linkages between primary care and behavioral health and recovery services across five models involving San Mateo Medical Center, Behavioral Health and Recovery Services, Ravenswood Family Health Center, and Health Plan of San Mateo. Based on this analysis, designed and implemented approach to improve care for older adults at-risk for depression who are served within primary care settings
 - Implemented a revised Memorandum of Understanding among, Behavioral Health and Recovery Services, Aging and Adult Services, and Health Plan of San Mateo that improves incentive alignment to maximize Medi-Cal enrollment and furthers Behavioral Health and Recovery Services programmatic initiatives aimed at strengthening the capacity for addressing co-occurring client needs (clients with both a mental health and substance abuse diagnosis) across settings

County Partners:

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

FY 2009-10 Budget Impact:

The County Manager's Office has invested \$609,041 in FY 2008-09 to further this work. Existing Health System resources are being 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 Department 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

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
- Explore long-term care integration
- Increase capacity for conservatee placements

Behavioral Health and Recovery Services

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

Community Health

- Improve efficiency and use of services
- Continue pandemic influenza planning and preparation
- Complete an emergency and ambulance services Request for Proposals
- Achieve three-year outcomes developed by the community for the Tobacco Prevention Program

Family Health Services

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

Correctional Services

- Perform 95% of juvenile and adult histories and physicals in a timely manner
- Increase community and funding support for therapeutic community, jail-based programs
- Provide nutritional consultations and education services to 700 customers

Health Department (5000B)
ALL FUNDS

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,840,112 | 1,872,587 | 2,092,312 | 2,143,334 | 51,022 | 2,152,158 |
| Fines, Forfeitures and Penalties | 1,605,124 | 2,100,132 | 2,806,618 | 2,567,901 | (238,717) | 2,673,725 |
| Use of Money and Property | 585,238 | 695,265 | 571,355 | 494,016 | (77,339) | 494,016 |
| Intergovernmental Revenues | 114,888,318 | 122,532,293 | 125,347,361 | 132,508,416 | 7,161,055 | 133,497,535 |
| Charges for Services | 40,348,823 | 44,469,978 | 50,881,183 | 52,444,659 | 1,563,476 | 54,994,720 |
| Interfund Revenue | 5,681,671 | 5,880,894 | 5,625,186 | 5,773,571 | 148,385 | 5,773,571 |
| Miscellaneous Revenue | 12,770,824 | 11,576,614 | 10,078,991 | 9,992,986 | (86,005) | 9,976,930 |
| Other Financing Sources | 155,153 | 35,430 | 76,795 | 76,795 | | 76,795 |
| Total Revenue | 177,875,263 | 189,163,193 | 197,479,801 | 206,001,678 | 8,521,877 | 209,639,450 |
| Fund Balance | 20,693,910 | 24,182,897 | 23,350,946 | 21,907,480 | (1,443,466) | 21,855,563 |
| TOTAL SOURCES | 198,569,173 | 213,346,090 | 220,830,747 | 227,909,158 | 7,078,411 | 231,525,013 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 102,563,309 | 112,769,983 | 124,115,933 | 130,308,111 | 6,192,178 | 137,353,808 |
| Services and Supplies | 89,261,456 | 100,080,998 | 96,985,206 | 97,170,445 | 185,239 | 96,386,337 |
| Other Charges | 52,583,998 | 58,437,706 | 61,995,474 | 63,789,625 | 1,794,151 | 63,496,653 |
| Fixed Assets | 920,186 | 148,746 | 35,250 | 24,250 | (11,000) | |
| Other Financing Uses | 74,834 | 206,103 | | | | |
| Gross Appropriations | 245,403,783 | 271,643,536 | 283,131,863 | 291,292,431 | 8,160,568 | 297,236,798 |
| Intrafund Transfers | (25,278,726) | (31,506,804) | (28,046,696) | (27,458,525) | 588,171 | (27,210,757) |
| Net Appropriations | 220,125,057 | 240,136,732 | 255,085,167 | 263,833,906 | 8,748,739 | 270,026,041 |
| Contingencies/Dept Reserves | 9,290,866 | 14,111,614 | 13,434,781 | 12,934,781 | (500,000) | 12,436,879 |
| Non-General Fund Reserves | 5,385,731 | 5,798,449 | 6,100,935 | 5,855,730 | (245,205) | 6,043,616 |
| TOTAL REQUIREMENTS | 234,801,654 | 260,046,795 | 274,620,883 | 282,624,417 | 8,003,534 | 288,506,536 |
| NET COUNTY COST | 36,232,481 | 46,700,705 | 53,790,136 | 54,715,259 | 925,123 | 56,981,523 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 1,063.0 | 1,100.0 | 1,094.0 | 1,089.0 | (5.0) | 1,089.0 |
| Funded FTE | 1,001.7 | 1,050.0 | 1,047.6 | 1,045.7 | (1.9) | 1,045.7 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources increased by \$7,078,411 or 3.2% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is a net increase of \$51,022 in this funding source primarily due to a projected increase in Agricultural Commissioner / Sealer registration and inspection fees and licenses.

Fines, Fees and Forfeitures

There is a net decrease of \$238,717 in this funding source due to a reduction in Environmental Health fees, court fines, and the administrative fee drawn by Emergency Medical Services (EMS) from the EMS Trust Fund.

Use of Money and Property

There is a decrease of \$77,339 in this funding source due to expected lower interest allocations based on current trends.

Intergovernmental Revenues

There is a net increase of \$7,161,055 in this funding source. Revenue increases totaling \$13,456,244 include: additional revenue for Mental Health Services Act (MHSA) of \$8,436,738 and state mandated cost reimbursement (SB 90) of \$3,925,999; an additional \$503,697 in Public Health and Family Health revenues primarily due to increased grants for Children's Nutrition Program (WIC) and AIDS Programs; other grants/allocations for Environmental Health of \$444,825 and revenue from Federal government of \$144,985. These increases more than offset projected revenue reductions that total \$6,295,189, including a decrease of \$2,666,218 in Early Periodic Screening and Diagnostic Treatment (EPSDT) due to the anticipated approval by voters of Proposition 1E on May 19; a decrease of \$1,450,243 in Health System's Realignment Sales Tax and Vehicle License Fee (VLF); decrease in Federal In-Home Supportive Services (IHSS) revenue of \$1,638,909; and other reductions of \$539,819 that consist of decreases in reimbursements from other government agencies due to conclusion of grants or reductions in allocations.

Charges for Services

There is a net increase of \$1,563,476 in this funding source. Behavioral Health and Recovery Services revenues are increased by \$1,319,762 due to the increase in reimbursable rates for service coming from treatment of CareAdvantage clients as well as to anticipated efficiencies in Medicare billing. Departmental Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues are estimated to increase by \$510,839 while Environmental Health, Public Guardian and Public Health fees are projected to have a combined increase of \$559,559. The total increase more than offsets reductions in the Medi-Cal Federal Financial Participation (FFP) amounting to \$626,684 as well as a decrease of \$200,000 in Household Hazardous Waste funding.

Interfund Revenue

There is an increase of \$148,385 in this funding source due to increase in laboratory charges to the Medical Center by Public Health.

Miscellaneous Revenue

There is a net decrease of \$86,005 in this funding source due to decreased Children's Health Initiative (CHI) funding from foundations and other organizations, elimination of fines as a result of new contract terms from American Medical Response (AMR) for failing to meet minimum response time, and completion of grants for a total of \$505,474. These decreases are partially offset by increases in Tobacco Settlement and various revenues of \$419,469.

Fund Balance

There is a decrease of \$1,443,466 in this funding source. Fund Balance used for one-time projects and purchases in FY 2008-09 has been eliminated. The decrease in Fund Balance has been partially offset with savings generated by positions held vacant in FY 2008-09.

TOTAL REQUIREMENTS

Total Requirements increased by \$8,003,534 or 2.9% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$6,192,178 in this expenditure category due to inclusion of merit increases, annualized negotiated labor increases, and increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). Five positions in Correctional Food Services have been deleted in order to achieve cost savings for the Probation Department.

Services and Supplies

There is a net increase of \$185,239 in this expenditure category. Agreements with outside hospitals and community based organizations increased by \$1,028,311, which is comprised of an increase of \$1,684,353 in the cost of the Mental Health Services Act full partnership program and a reduction of \$656,042 from other programs. A total of \$843,072 in reductions partially offset increases. These reductions include: training costs in the amount of \$229,332; drug and pharmacy in the amount of \$115,765; internal transfers of cost in the amount of \$152,972; office furniture cost for \$120,974; and \$224,029 in miscellaneous reductions.

Other Charges

There is a net increase of \$1,794,151 in this expenditure category primarily due to increased charges to Behavioral Health and Recovery Services of \$1,343,415 for clients placed at non-County institutions; an increase in automation costs for \$896,972; and an increase of \$1,612,629 for the County's share of Independent Providers costs in the Public Authority because of an anticipated increase in IHSS hours. Increases are partially offset with a decrease of \$450,814 in contracts; a reduction of \$358,222 in rental costs for leased facilities; elimination of costs and internal charges between divisions within Public Health in the amount of \$1,222,340 with no impact to client services; and miscellaneous reductions in the amount of \$27,489 in other operating divisions.

Fixed Assets

There is a decrease of \$11,000 in this expenditure category due to the elimination of one-time projects completed in Correctional Food Services in FY 2008-09.

Intrafund Transfers

There is a decrease of \$588,171 in this expenditure category due to reductions in reimbursements for administrative and support services within Health and reimbursements from other County General Fund departments.

Contingencies/Departmental Reserves

There is a net decrease of \$745,205 in this expenditure category due the projected use of reserves in year-end closing. The balance in General Fund Reserves represents 5.3% of Net Appropriations, which exceeds the County's 2% Reserves policy by \$8,027,296. 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). Non-General Fund Reserves have decreased by \$245,205 to \$5,855,730.

NET COUNTY COST

There is a net increase of \$925,123 or 1.72% in this Department's General Fund allocation. This increase is primarily due to merit increases, annualization of mid-year position changes and the increase in retiree health costs due to the transition from the pay-as-you-go method to funding the Annual Required Contribution (ARC).

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources increased by \$3,615,855 or 1.6% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$8,824 in this funding source due to additional revenue for underground tank permits.

Fines, Fees and Forfeitures

There is an increase of \$105,824 in this funding source primarily for court fines for the EMS Trust Fund (Maddy Fund).

Intergovernmental Revenues

There is a net increase of \$989,119 in this funding source. Revenue increases totaling \$1,053,669 include: Mental Health Services Act (MHSA) of \$351,567; allocation for Women, Infant and Children's (WIC) Program of \$273,990, Realignment Sales Tax and Vehicle License Fee (VLF) of \$426,172 and a minor increase in Proposition 172 funds of \$1,940. There is a reduction of \$64,550 due to the conclusion of grants or reductions in state allocations.

Charges for Services

There is a net increase of \$2,550,061 in this funding source. BHRS revenues increased by \$1,447,690 due to the increase in Medi-Cal claimable activities. Departmental Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues are estimated to increase by \$663,000 due to changes in the Federal Medical Assistance Payment (FMAP) rate. Environmental Health, Public Guardian and Public Health fees are projected to increase by \$439,371.

Miscellaneous Revenue

There is a net decrease of \$16,056 in this funding source primarily due to the decreases in revenue from grants and foundations in Health Policy and Planning, including the elimination of grants for the Health Redesign Initiative.

Fund Balance

The decrease of \$21,917 in this funding source is primarily due to one-time projects and purchases in FY 2009-10. The decrease in Fund Balance has been partially offset with savings generated by positions held vacant in FY 2009-10.

TOTAL REQUIREMENTS

Total Requirements increased by \$5,882,119 or 2.0% 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 \$7,045,697 in this expenditure category due to inclusion of merit increases, annualized negotiated labor increases, mid-year position changes and increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC).

Services and Supplies

There is a net decrease of \$784,108 in this expenditure category due to reductions in contract costs in order to meet the Department's operating need and conclusion of projects. This decrease includes the elimination of \$437,985 for costs related to the Health Redesign Initiative.

Other Charges

There is a net decrease of \$292,972 in this expenditure category due to lower automation charges and a reduction in motor vehicle replacement charges in Agriculture Commissioner / Sealer.

Fixed Assets

There is a decrease of \$24,250 in this expenditure category due to deletion of one-time purchase of equipment.

Intrafund Transfers

There is a decrease of \$247,768 in this expenditure category due to reduced administrative and support services charges within Health and other General Fund departments.

Contingencies/Departmental Reserves

There is a net decrease of \$310,016 in this expenditure category, representing a decrease of \$497,902 in General Fund Reserves partially offset by an increase of \$187,886 in Emergency Medical Services (EMS) Fund Reserves. The balance in General Fund Reserves represents 4.94% of Net Appropriations, which exceeds the County's 2% Reserves policy by \$7,405,910. The majority of General Fund Reserves have been designated for specific purposes such as potential audit adjustments, mandated requirements of the Mental Health Services Act, housing projects in BHRS, hand-held inspection equipment in Environmental Health, a reserve against Bioterrorism costs in Public Health, and the Department-wide Information Technology Strategic Plan (ITSP).

NET COUNTY COST

There is a increase of \$2,266,264 or 4.1% in this Department's General Fund allocation. This increase is due primarily to merit increases, annualization of mid-year position changes and the increase in retiree health costs due to the transition from the pay-as-you-go method to funding the Annual Required Contribution (ARC).

Health Administration (5500B)

Program Locator

County

Healthy Community

Health System-Health Department



Health Administration

Health Policy and Planning

Emergency Medical Services Fund

Aging and Adult Services

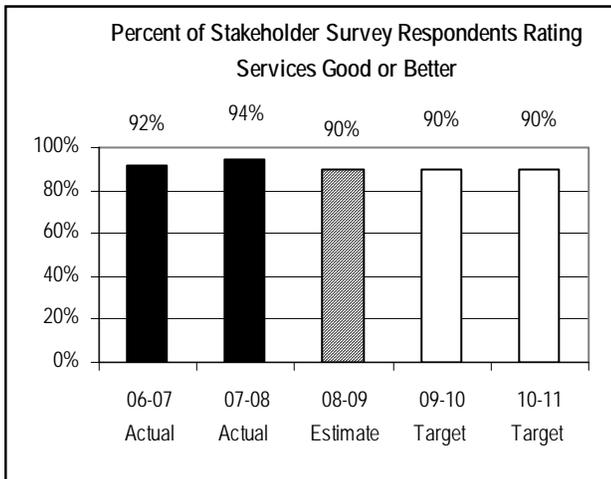
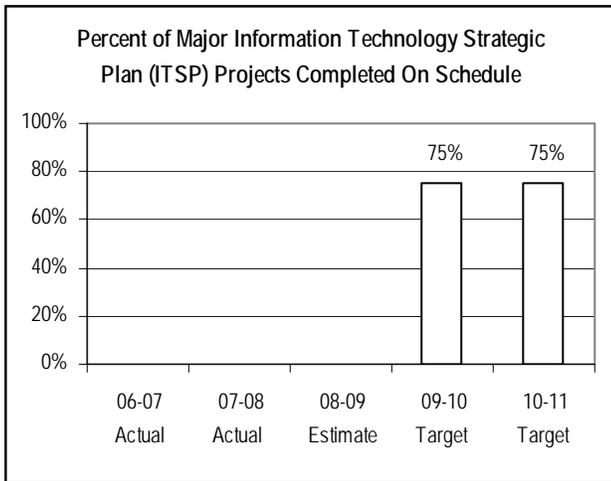
Behavioral Health and Recovery Services

Community Health

Family Health Services

Correctional Health Services

Headline Measures



Program Outcome Statement

Health Administration promotes and improves the health and well being of the community by providing overall leadership, policy setting, management, and fiscal and administrative support 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 working with community members and groups toward solutions; improving inter- and intra-departmental program and service coordination; and seeking ways to minimize Net County Cost. Health Administration is an administrative unit that works closely with all divisions within the Health System. Health Administration 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, through its designated Public Information Officer, provides information to the media and the public on all health issues; oversees the budget; 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; and provides leadership and central coordination for information technology, including the Health System's two Information Technology Strategic Plans (ITSP).

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 public health programs and San Mateo Medical Center (SMMC), as well as components of the Community Health Network for the Underserved
- Assisted with the County's criminal justice and re-entry planning to assure the implementation of evidenced-based assessment and treatment, and the coordination and integration of related systems for those being released from incarceration
- Assisted with the alignment of all County health functions into a single Health System, which included the implementation of a leadership structure to further organizational integration, and alignment of administrative and financial infrastructure functions
- Assisted with various fiscal reorganizations within the Health System, including the creation of Community Health and increasing fiscal support in Family Health Services
- In September 2008, trained over 45 contract staff on recent policies and procedures for contract development, resulting in the more timely completion of contracts
- Supported major facilities and space reorganizations aimed at improving access to services for clients served by the Health System and maximal financial sustainability

- Maintained the concept of “one-voice” for the Health System in the absence of a Director of Marketing at SMMC
- Managed the departmental migration of the Health System Web site from Vignette 6 to 7, which involved an extensive content review process and redesign of the site
- Led quarterly meetings of the San Mateo County Public Information Network, a group of representatives from cities, the County, police, fire and transportation, who will be public information officers (PIOs) in an emergency, and led the group in PIO exercise during the Silver Sentinel earthquake drill in October 2008

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. This reorganization also restructured programs within the Health Department to create a new division called Community Health, which includes Agricultural Commissioner / Sealer, Public Health Programs, Emergency Medical Services, and Environmental Health. Health Planning and Policy, Family Health, Aging and Adult Services, Correctional Health, and Behavioral Health and Recovery Services remain unchanged. Due to the strong correlation to facilities management, countywide leadership for compliance with the American's With Disabilities Act (ADA) for County provided services has been transferred to Public Works.

A new performance measure, Percent of Major Information Technology Strategic Plan (ITSP) Projects Completed on Schedule, has been developed for FY 2009-10. The former Health Department and San Mateo Medical Center each have Information Technology Strategic Plans. These plans have been instrumental in determining priority technology projects with limited resources. This measure will track the project management of the divisions and Information Services Department for the major technology projects throughout the years and ensure that the projects put into place are proceeding as planned.

Major challenges over the next two years will be:

- To continue to align San Mateo Medical Center's finance and administrative functions with those of other Health System divisions to best support the Health System's operational and financial strength
- To continue to participate and provide leadership for efforts that further the final planning phase recommendations of the Blue Ribbon Task Force on Adult Health Care Coverage Expansion, including the Health System Redesign Initiative
- To develop financial and programmatic strategies that ensure the Health System can provide needed care to residents, especially as state, federal, and local funding for programs decreases or shifts to other priorities
- To successfully implement the reentry plan and to anticipate and integrate the effects of Criminal Justice Planning to the County's

Health System in conjunction with the Sheriff's Office, District Attorney, Probation, and County Manager's Office

- To improve the effective use of the Internet and other technologies for information gathering and dissemination, and continue to provide leadership and support all divisions of the Health System related to maintaining an effective Web presence
- To lead a Health System effort and support all divisions of the Health System in succession planning to prepare for an anticipated increase in employee retirements over the next three to five years
- To work closely with the Health Plan of San Mateo (HPSM) to improve insurance services and access for county residents
- To collaborate with Information Services Department, Housing Department, and Human Services Agency to develop the Health and Human Services element of the County Applicable Client Records Search (ACRS) project, building on the success of the early phases of the Health Client Data Store and result in improved reporting and planning across departments; consideration of a second phase of the Health Client Datastore is an element of ACRS
- To coordinate the ITSPs from the old Health Department and SMMC organizations to address needs in automation maintenance and upgrades
- To identify long-term space requirements, ensuring that facilities are adequate for carrying out critical health functions, consolidating programs in leased facilities, and preparing for resilience in the physical plant—particularly in case of events such as a major flu or other disease outbreak, natural disaster, or terrorist event
- To communicate the Health System's concept and vision to employees, partners, clients and the public
- To find new ways to communicate with our clients and the public outside of traditional print media

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 MAA and TCM

Achieve an Overall Stakeholder Satisfaction Rating of at least 90%

- Identify appropriate stakeholders in the Health System to receive the survey
- Send survey to stakeholders with cover memo encouraging response

- Follow up with those surveyed to encourage response and address areas of concern
- Continue to use an on-line survey tool

By FY 2010-11 Develop Phase II of the Health Client Data Store

- Review and prioritize business questions and revise as necessary
- Determine source systems and business questions for the second iteration of the Health Client Data Store
- Evaluate the need for additional data fields and source systems
- Implement the second iteration and run reports

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of General Fund budgets monitored | 12 | 13 | 13 | 11 | 11 |
| Number of agreements, amendments, and other Board of Supervisor items processed (1) | 385 | 689 | 970 | 970 | 970 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| 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% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of stakeholder survey respondents rating services good or better | 92% | 94% | 90% | 90% | 90% |
| Percent of major ITSP projects completed on schedule (data development) | --- | --- | --- | 75% | 75% |

(1) Decrease in FY 2006-07 reflects contracts that were in the second or third year of an existing multi-year contract.

Health Administration (5500B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 16.0 | 18.0 | 16.0 | 15.0 | (1.0) | 15.0 |
| Funded FTE | 15.5 | 16.2 | 15.4 | 14.5 | (0.9) | 14.5 |
| Total Requirements | 1,886,552 | 2,468,471 | 2,451,176 | 1,716,689 | (734,487) | 1,716,689 |
| Total Sources | 1,965,391 | 2,407,070 | 2,302,742 | 1,716,689 | (586,053) | 1,716,689 |
| Net County Cost | (78,839) | 61,401 | 148,434 | | (148,434) | |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 148,434 | | (148,434) | |

Discretionary Net County Cost

The portion of this program's FY 2009-10 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time Fund Balance; elimination of one-time projects through the use of Reserves; reduction in contract expenditures; and adjustments to revenue based on current year actuals.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (586,053) | 217,151 | (451,638) | (500,000) | (148,434) | 0 |

2. Staffing Adjustments

An Administrative Assistant II is transferred from Administration to Health Policy and Planning and an Executive Secretary is accepted from Health Policy and Planning to reconcile the budget with the Salary Ordinance Amendment presented to the Board of Supervisors in April 2009. As a result of an internal fiscal reorganization among Community Health, Family Health and Administration, a Financial Services Manager II has been transferred to Family Health Services and a Fiscal Office Specialist subsequently reclassified to an Accountant has been transferred to Community Health and an Administrative Secretary has been transferred to Administration from Community Health. The transfers will better align staff to the programs they are supporting and will assist the divisions to continue to meet their performance targets. These funding adjustments result in the net reduction of one position.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (153,693) | 153,693 | 0 | 0 | (1) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (586,053) | 63,458 | (297,945) | (500,000) | (148,434) | (1) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; increases in retirement and retiree health contributions. These increases were offset by a reduction in automation service charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 155,114 | 0 | 0 | 155,114 | 0 |
| 0 | (155,114) | 0 | 0 | (155,114) | 0 |

Health Administration (5500B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 648,183 | 649,537 | 654,910 | 234,640 | (420,270) | 234,640 |
| Charges for Services | 193,428 | 284,651 | 140,000 | 464,513 | 324,513 | 464,513 |
| Interfund Revenue | 15,668 | 19,568 | 19,568 | 19,568 | | 19,568 |
| Miscellaneous Revenue | 470,756 | 342,207 | 323,471 | 333,175 | 9,704 | 333,175 |
| Total Revenue | 1,328,035 | 1,295,963 | 1,137,949 | 1,051,896 | (86,053) | 1,051,896 |
| Fund Balance | 637,356 | 1,111,107 | 1,164,793 | 664,793 | (500,000) | 664,793 |
| TOTAL SOURCES | 1,965,391 | 2,407,070 | 2,302,742 | 1,716,689 | (586,053) | 1,716,689 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,111,590 | 2,035,793 | 2,438,772 | 2,436,784 | (1,988) | 2,591,898 |
| Services and Supplies | 1,257,485 | 3,625,003 | 1,366,043 | 1,055,410 | (310,633) | 1,055,410 |
| Other Charges | 3,155,158 | 3,448,797 | 941,546 | 1,317,625 | 376,079 | 1,162,511 |
| Gross Appropriations | 6,524,232 | 9,109,594 | 4,746,361 | 4,809,819 | 63,458 | 4,809,819 |
| Intrafund Transfers | (5,217,437) | (7,752,229) | (3,459,978) | (3,757,923) | (297,945) | (3,757,923) |
| Net Appropriations | 1,306,795 | 1,357,364 | 1,286,383 | 1,051,896 | (234,487) | 1,051,896 |
| Contingencies/Dept Reserves | 579,757 | 1,111,107 | 1,164,793 | 664,793 | (500,000) | 664,793 |
| TOTAL REQUIREMENTS | 1,886,552 | 2,468,471 | 2,451,176 | 1,716,689 | (734,487) | 1,716,689 |
| NET COUNTY COST | (78,839) | 61,401 | 148,434 | | (148,434) | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 16.0 | 18.0 | 16.0 | 15.0 | (1.0) | 15.0 |
| Funded FTE | 15.5 | 16.2 | 15.4 | 14.5 | (0.9) | 14.5 |

Health Policy and Planning (5550B)

Program Locator

County

Healthy Community

Health System-Health Department

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

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

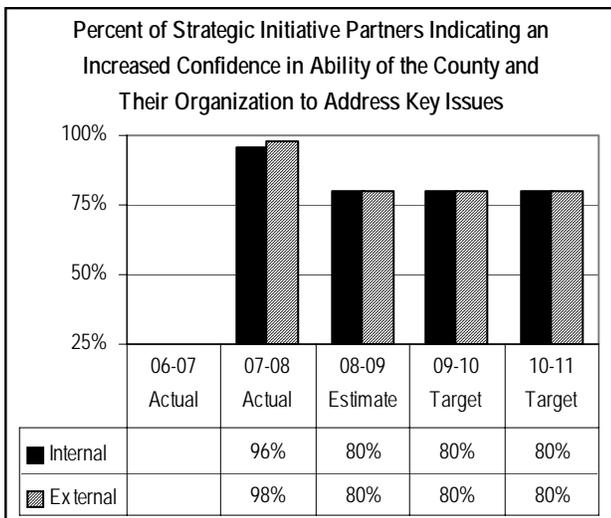
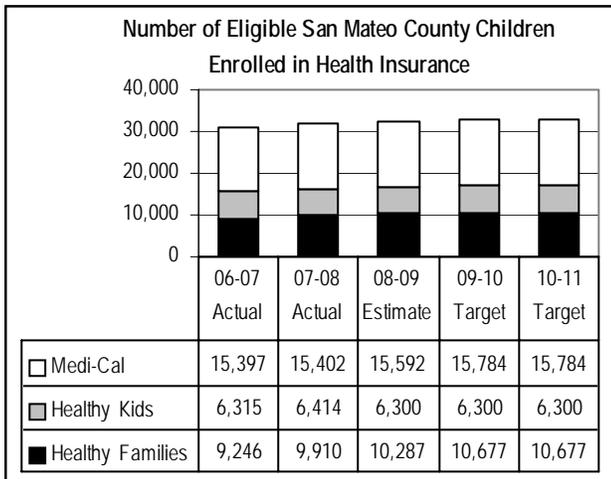
Health Policy and Planning (HPP) contributes to the Shared Vision of a Healthy Community by 2025 through community-based health planning, assessment, data and policy analysis, and community health initiatives. HPP carries out projects and initiatives that represent strategic priorities of the Health System aimed at long-term and systemic impact on community health.

The HPP unit is made up of three sections: the Health Officer aligns the broad concerns of promoting social, economic, and environmental conditions toward improving health and well-being and preventing illness, disease, and injury; Policy and Planning leads strategic planning, engages the community, and analyzes data and policy opportunities to inform System practice and priority setting; and the Children's Health Initiative (CHI) conducts outreach, enrollment, retention, and utilization activities for the various health coverage programs for low-income children, adults, and families including Healthy Kids, Healthy Families, Medi-Cal, and County Access and Care for Everyone, which combines the Wellness, Enrollment Linkage and Low-Cost (WELL) Program and Access and Care for Everyone. The Health System Redesign Initiative is being carried out within HPP.

The following are major accomplishments in the current year:

- Worked with ten major healthcare delivery organizations serving the county to develop a Community Health Network for the Underserved aimed at meeting the needs of the uninsured and publicly covered population in a coordinated manner
- In partnership with Health Plan of San Mateo (HPSM), implemented unified administration of the County's indigent care programs
- Developed four policy briefs and presented the findings from the San Mateo County Aging 2020-2030 Demographic Model Data, which was adopted by the Board of Supervisors in October 2007 as the primary data source on the aging baby boomer population
- Facilitated the development and adoption of two policies intended to improve linguistic access to services for Limited English Proficient (LEP) clients, which included the selection of interpretation and translation contractors and staff training on accessing professional interpreters
- Launched the Get Healthy San Mateo County clearinghouse website (www.gethealthysmc.org) and youth site (www.yspacesmc.org) in September 2008; a local clearinghouse of resources on healthy eating and active living, including the County's first youth-blog

Headline Measures



- Expanded resources and tools for addressing health disparities by holding trainings on diversity films and completing “train the trainer” courses for staff and community members to serve as facilitators of the “Unnatural Causes: Is Inequality Making us Sick” film tool
- In partnership with community youth serving organizations, coordinated the second annual Middle School Youth Take Action Summit involving 60 middle school youth, and awarded mini-grants and technical assistance for student-led health and wellness activities in six participating schools
- Worked with planners to insert health measures or language into six physical planning processes across the county in addition to the Grand Boulevard Initiative regional planning process to improve the built environment along the El Camino Real for better health outcomes
- Moved closer to the vision of universal health coverage by reducing 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

Story Behind Performance

Major focuses of Health Policy and Planning (HPP) in FY 2008-09 continue to be furthering work on the Healthy Communities San Mateo health disparities initiative and coordination of community and Health System efforts aimed at improving access to healthcare. County and community work on healthcare access will be 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. A Special Assistant to the County Manager position is assigned from HPP to serve as lead staff for this effort.

To increase the data analysis capacity of HPP, the Epidemiology Unit previously in Community Health has been transferred to HPP. The placement of these positions will allow for increased coordination across data analysis functions, policy development, and community data requests. This will also increase the proactive identification of long-term health trends, particularly around health disparities.

To better align county agriculture and food resources, the University of California Co-operative Extension (UCCE) has been moved into the newly created Community Health Division. This will allow for strong collaboration between Agriculture, Weights and Measures, Public Health Programs and UCCE programs.

Children’s Health Initiative staff will continue to partner with key county stakeholders such as Health Plan of San Mateo (HPSM), Human Services Agency, San Mateo Medical Center, and community based organizations to increase enrollment and retention of children and adults in the various health coverage programs. There is a projected increase in enrollment for FY 2009-10 and FY 2010-11.

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 make significant progress in addressing long-term community health challenges and reducing health disparities by supporting community and internal capacity to continue implementing key action steps of the various strategic plans informing this work
- To communicate recommendations arising from findings of the Service Needs for the Aging Population 2020-2030 Project Model and coordinate with cities on developing implementation processes
- To implement a plan for sustaining Children’s Health Initiative both financially and operationally, and transfer learnings from this effort to work in promoting and retaining health coverage among adults, positioning our work in this arena for long-term success in light of state and local budget challenges
- To embed efforts of the Health System Redesign Initiative into the operations of the Health System and its partnerships with HPSM and key community partners
- To streamline and strengthen processes for improving linguistic access for Limited English Proficient clients and to support staff in accessing translation and interpretation services
- To develop and implement strategies for promoting farm to institution food distribution
- To build organizational capacity for addressing health disparities and integrate this focus across the Health System
- To maintain community momentum for the long-term agenda of eliminating health disparities given immediate community capacity constraints

Program Objectives

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

Reduce Community Health Disparities in Partnership with County Departments and the Community

- Lead collaborations that engage the community in addressing health disparities, including the efforts of preventing 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 in the areas of school gardening, school wellness and healthy school food
- Increase staff training on health disparities 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 disparities, 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 including leadership of the Blue Ribbon Task Force on Adult Health Care Coverage Expansion Evaluation
- 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 programs such as Parks, Recreation, and Housing
- Facilitate collaborative and proactive grant applications to support innovative programs and systems change
- Serve as a resource on federal and state legislation in partnership with the Health System Public Information Officer

Enroll an Additional 1,050 Children in Health Insurance Plans Over the Next Few 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 program 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of community members engaged in addressing high priority health issues ⁽¹⁾ | 330 | 300 | 300 | 300 | 300 |
| Number of performance measures monitored | 162 | 163 | 163 | 163 | 163 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of partner and client satisfaction with Health Policy and Planning work: | | | | | |
| - Technical assistance recipients ⁽²⁾ | --- | 93% | 90% | 90% | 90% |
| - Task force and strategic initiative partners | 94% | 91% | 90% | 90% | 90% |
| Number of strategic policy benchmarks reached by Policy and Planning | 10 | 10 | 10 | 12 | 12 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of eligible San Mateo County children enrolled in health insurance: | | | | | |
| - Medi-Cal ⁽³⁾ | 15,397 | 15,402 | 15,592 | 15,784 | 15,784 |
| - Healthy Families | 9,246 | 9,910 | 10,287 | 10,677 | 10,677 |
| - Healthy Kids | 6,315 | 6,414 | 6,300 | 6,300 | 6,300 |
| TOTAL | 30,958 | 31,726 | 32,179 | 32,761 | 32,761 |
| Number of individuals enrolled in local adult coverage programs: ⁽⁴⁾ | | | | | |
| - ACE County ⁽⁵⁾ | --- | 8,852 | 9,048 | 10,000 | 10,000 |
| - ACE (Access and Care for Everyone) | --- | 3,613 | 4,136 | 4,100 | 4,100 |
| TOTAL | --- | 12,465 | 13,184 | 14,100 | 14,100 |
| Percent of strategic initiative partners indicating an increased confidence in ability of the County and their organization to address key health issues: ⁽⁴⁾ | | | | | |
| - Internal | --- | 96% | 80% | 80% | 80% |
| - External | --- | 98% | 80% | 80% | 80% |

(1) The decrease from FY 2006-07 to FY 2007-08 reflects the consolidation of participation from partnering organizations

(2) No survey was conducted in FY 2006-07.

(3) This includes children enrolled in Full Scope No Share-of-Cost Medi-Cal only.

(4) This performance measure was added in FY 2007-08.

(5) ACE was formerly known as the WELL (Wellness, Enrollment, Linkage and Low Cost) Program

Health Policy and Planning (5550B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 28.0 | 28.0 | 30.0 | 30.0 | | 30.0 |
| Funded FTE | 28.0 | 26.0 | 29.9 | 30.0 | | 30.0 |
| Total Requirements | 7,548,764 | 8,164,698 | 8,044,518 | 7,714,273 | (330,245) | 7,864,330 |
| Total Sources | 6,273,135 | 6,028,733 | 5,543,118 | 5,413,332 | (129,786) | 5,527,276 |
| Net County Cost | 1,275,629 | 2,135,966 | 2,501,400 | 2,300,941 | (200,459) | 2,337,054 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 2,501,400 | 2,300,941 | (200,459) | 2,337,054 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,300,941 or 29.8%, of which 100% is discretionary. This discretionary amount includes projects and initiatives that represent strategic priorities of the Health System.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); reductions in contract expenditures; and adjustments to revenue to reflect current year actuals.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (129,786) | (692,733) | 362,488 | 0 | (200,459) | 0 |

2. Staffing Adjustments

An Administrative Assistant is being accepted from Health Administration and an Executive Secretary is transferred to Health Administration to reconcile the budget with the Salary Ordinance Amendment presented to the Board of Supervisors in April 2009. The transfer will better align staff to the programs they are supporting and assist the divisions to continue to meet their performance targets.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 109,857 | 0 | 0 | 0 | 1 |
| 0 | (109,857) | 0 | 0 | 0 | (1) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (129,786) | (692,733) | 362,488 | 0 | (200,459) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases and increases in retirement and retiree health contribution, that were offset by reductions in contracts and an increase in Medi-Cal Administrative Activities (MAA) claiming and grant revenue. Costs and revenue associated with the Redesign Initiative that ended in February 2010 have been eliminated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 113,944 | (367,812) | 517,869 | 0 | 36,113 | 0 |

Health Policy and Planning (5550B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 379,477 | 822,919 | 397,000 | 75,000 | (322,000) | 75,000 |
| Charges for Services | 1,095,876 | 728,198 | 487,341 | 860,000 | 372,659 | 990,000 |
| Interfund Revenue | 12,005 | 14,934 | 20,400 | 37,000 | 16,600 | 37,000 |
| Miscellaneous Revenue | 4,761,926 | 4,259,634 | 4,377,936 | 4,180,891 | (197,045) | 4,164,835 |
| Total Revenue | 6,249,284 | 5,825,685 | 5,282,677 | 5,152,891 | (129,786) | 5,266,835 |
| Fund Balance | 23,851 | 203,048 | 260,441 | 260,441 | | 260,441 |
| TOTAL SOURCES | 6,273,135 | 6,028,733 | 5,543,118 | 5,413,332 | (129,786) | 5,527,276 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,895,588 | 3,190,748 | 3,675,777 | 3,588,048 | (87,729) | 3,809,705 |
| Services and Supplies | 9,255,547 | 9,810,706 | 8,968,992 | 8,349,577 | (619,415) | 7,761,108 |
| Other Charges | 138,750 | 121,666 | 146,436 | 160,847 | 14,411 | 159,847 |
| Gross Appropriations | 12,289,884 | 13,123,120 | 12,791,205 | 12,098,472 | (692,733) | 11,730,660 |
| Intrafund Transfers | (4,743,948) | (5,135,897) | (5,007,128) | (4,644,640) | 362,488 | (4,126,771) |
| Net Appropriations | 7,545,937 | 7,987,223 | 7,784,077 | 7,453,832 | (330,245) | 7,603,889 |
| Contingencies/Dept Reserves | 2,827 | 177,475 | 260,441 | 260,441 | | 260,441 |
| TOTAL REQUIREMENTS | 7,548,764 | 8,164,698 | 8,044,518 | 7,714,273 | (330,245) | 7,864,330 |
| NET COUNTY COST | 1,275,629 | 2,135,966 | 2,501,400 | 2,300,941 | (200,459) | 2,337,054 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 28.0 | 28.0 | 30.0 | 30.0 | | 30.0 |
| Funded FTE | 28.0 | 26.0 | 29.9 | 30.0 | | 30.0 |

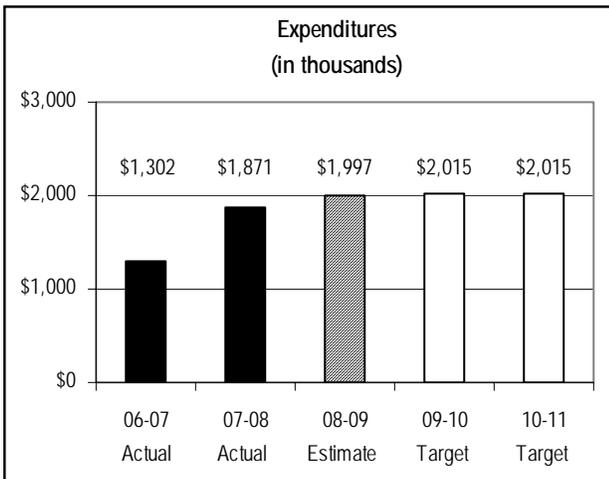
Emergency Medical Services Fund (5630B)

Budget Unit Locator

- County
 - Healthy Community
 - Health System-Health Department
 - 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

Budget Unit Description

The Emergency Medical Services (EMS) Trust Fund was established to implement SB12 / 612 (Maddy legislation) and is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees. SB12 / 612 funds are used to pay physicians for uncompensated emergency care and to pay hospitals providing disproportionate emergency and trauma care. The EMS program in the General Fund administers physicians' claims and receives an administrative fee from this trust fund to help defray operating expenditures. 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 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: payments for Physicians/Trauma accounts will be funded 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 EMS Trust Fund Reserves.

| | |
|---------------------|-----------|
| Revenue/Sources | (103,489) |
| Appropriations | 17,398 |
| Intrafund Transfers | 0 |
| Reserves | (120,887) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: increase in payment to the EMS General Fund with a corresponding increase in revenue from court fines. Fund Balance and Reserves increased due to anticipated savings in the current year.

| | |
|---------------------|---------|
| Revenue/Sources | 232,298 |
| Appropriations | 44,412 |
| Intrafund Transfers | 0 |
| Reserves | 187,886 |
| Net County Cost | 0 |
| Positions | 0 |

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

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 1,381,251 | 1,702,795 | 1,905,749 | 1,808,547 | (97,202) | 1,852,959 |
| Use of Money and Property | 69,547 | 81,508 | 60,000 | 60,000 | | 60,000 |
| Intergovernmental Revenues | 9,277 | 9,278 | 8,537 | | (8,537) | |
| Charges for Services | 59 | | | | | |
| Miscellaneous Revenue | 338,098 | 357,532 | 325,529 | 334,066 | 8,537 | 334,066 |
| Total Revenue | 1,798,231 | 2,151,113 | 2,299,815 | 2,202,613 | (97,202) | 2,247,025 |
| Fund Balance | 1,524,942 | 2,020,905 | 2,301,485 | 2,295,198 | (6,287) | 2,295,198 |
| TOTAL SOURCES | 3,323,173 | 4,172,018 | 4,601,300 | 4,497,811 | (103,489) | 4,542,223 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 1,302,269 | 1,870,533 | 1,997,329 | 2,014,727 | 17,398 | 2,059,139 |
| Net Appropriations | 1,302,269 | 1,870,533 | 1,997,329 | 2,014,727 | 17,398 | 2,059,139 |
| Non-General Fund Reserves | 2,020,905 | 2,301,485 | 2,603,971 | 2,483,084 | (120,887) | 2,483,084 |
| TOTAL REQUIREMENTS | 3,323,174 | 4,172,018 | 4,601,300 | 4,497,811 | (103,489) | 4,542,223 |

Aging and Adult Services (5700B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 65,218 | 66,224 | 70,000 | 70,000 | | 87,000 |
| Use of Money and Property | 440,551 | 515,602 | 400,000 | 400,000 | | 400,000 |
| Intergovernmental Revenues | 11,576,817 | 11,563,671 | 12,140,525 | 12,273,540 | 133,015 | 12,560,521 |
| Charges for Services | 2,403,849 | 2,477,935 | 3,354,542 | 3,359,417 | 4,875 | 3,612,061 |
| Interfund Revenue | 120,249 | 142,097 | 215,642 | 218,872 | 3,230 | 218,872 |
| Miscellaneous Revenue | 302,750 | 479,005 | 719,992 | 774,445 | 54,453 | 774,445 |
| Other Financing Sources | 38,134 | | | | | |
| Total Revenue | 14,947,569 | 15,244,533 | 16,900,701 | 17,096,274 | 195,573 | 17,652,899 |
| Fund Balance | 1,329,693 | 2,037,136 | 2,477,107 | 1,833,044 | (644,063) | 1,833,044 |
| TOTAL SOURCES | 16,277,262 | 17,281,669 | 19,377,808 | 18,929,318 | (448,490) | 19,485,943 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 11,590,979 | 12,599,011 | 13,977,130 | 14,345,799 | 368,669 | 15,165,969 |
| Services and Supplies | 3,786,263 | 3,921,802 | 4,863,323 | 4,077,190 | (786,133) | 4,077,190 |
| Other Charges | 4,591,033 | 5,212,438 | 5,413,720 | 5,301,200 | (112,520) | 5,301,200 |
| Gross Appropriations | 19,968,276 | 21,733,252 | 24,254,173 | 23,724,189 | (529,984) | 24,544,359 |
| Intrafund Transfers | (1,385,966) | (1,779,423) | (1,828,685) | (1,626,707) | 201,978 | (1,626,707) |
| Net Appropriations | 18,582,310 | 19,953,829 | 22,425,488 | 22,097,482 | (328,006) | 22,917,652 |
| Contingencies/Dept Reserves | 644,713 | 1,699,524 | 1,833,044 | 1,833,044 | | 1,833,044 |
| TOTAL REQUIREMENTS | 19,227,023 | 21,653,353 | 24,258,532 | 23,930,526 | (328,006) | 24,750,696 |
| NET COUNTY COST | 2,949,761 | 4,371,683 | 4,880,724 | 5,001,208 | 120,484 | 5,264,753 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 122.0 | 125.0 | 125.0 | 125.0 | | 125.0 |
| Funded FTE | 122.0 | 124.7 | 125.0 | 125.0 | | 125.0 |

Conservatorship Program (5700P)

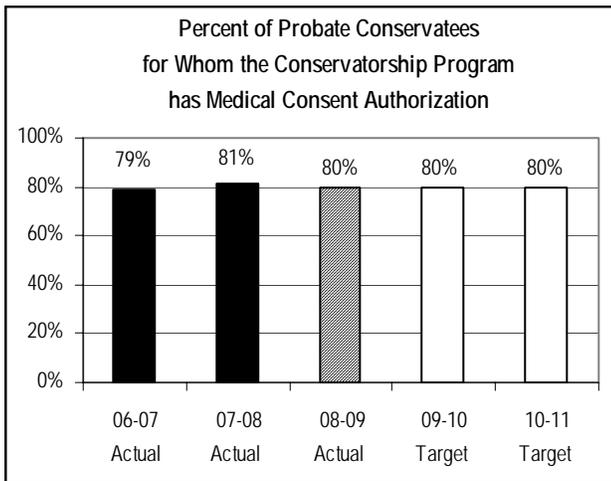
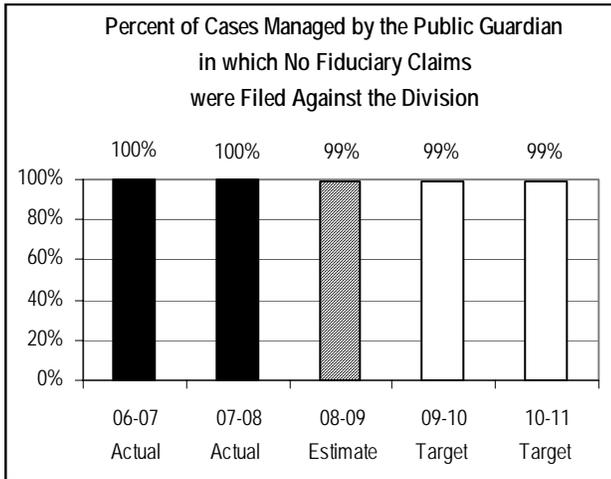
Program Locator

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

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 individuals and their families in the decision-making process whenever possible.

Headline Measures



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 \$62 million in client assets
- Successfully placed conservatees in a least restrictive level of care in collaboration with BHRS and the Full Service Partnership Program
- Collaborated with BHRS and the San Mateo Medical Center (SMMC) to develop and create placements for the program's most difficult conservatees
- Processed an additional 390 tax returns for stimulus rebates, garnering an additional \$114,600 for conservatees
- Participated in the implementation of Extreme Weather Protocol aimed at ensuring conservatee safety
- Participated in the Crisis Intervention Training (CIT) Academy to provide an overview of conservatorship to local law enforcement in order to improve collaboration between the Conservatorship program, local police departments, and the San Mateo County Sheriff's Office
- Worked in collaboration and facilitated quarterly meetings with the San Mateo County Ombudsman program
- 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 target / performance rate has remained at a level of 79% or higher over the past three years.

The Conservatorship Program actively participates in a collaborative effort to create and develop more appropriate housing options within San Mateo County for conserved clients. Since FY 2005-06, there has been a significant increase in the percentage of conserved clients for whom the Conservatorship Program found placement within the county. This is a result of the Full Service Partnership Program, which was made possible by the Mental Health Services Act. Through collaboration with BHRS and the Full Service Partnership Program, 77% of Public Guardian clients are now able to reside in the county, making it possible for clients to be closer to their families and ensuring greater continuity of individual treatment teams for clients.

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

Major challenges over the next two years will be:

- To procure funds to pay for the care of conservatees, especially in the current housing and economic market
- To find appropriate community and institutional placements for conserved individuals with fixed and limited incomes
- To address the lack of 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 enhance the cultural competence of conservators
- To equip staff with the necessary resources to address increasingly complex estate management (e.g., client financial portfolios that consist of multiple real properties and investments) that can make the clients more vulnerable to fraud and financial exploitation
- To maintain service levels during the economic downturn, which directly reduces asset-based fee collection

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 AAS programs to ensure the County is granted medical consent authority for those who are not able to make medical decisions on their own behalf

Increase Capacity for Conservatee Placements by 5 Placements per Quarter

- Continue to work with SMMC staff to place eligible county residents in the Burlingame Long-Term Care Facility
- Continue to work with BHRS and the Full Service Partnership Program 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 such as SMMC, BHRS, and the Health Plan of San Mateo
- Continue to develop the Long-Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Evaluate the trial implementation of 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

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of persons conserved: | | | | | |
| - Probate | 256 | 245 | 260 | 260 | 260 |
| - Probate with Dementia Authority | 121 | 115 | 125 | 125 | 125 |
| - LPS (Lanterman Petris Short Act) | 351 | 361 | 380 | 390 | 390 |
| TOTAL | 728 | 721 | 765 | 775 | 775 |
| Total value of client assets managed by the Public Guardian ⁽¹⁾ | \$63,953,148 | \$67,609,044 | \$62,000,000 | \$62,000,000 | \$62,000,000 |
| Number of Trusts administered | 54 | 56 | 55 | 55 | 55 |
| Number of face-to-face visits with clients | 2,865 | 2,767 | 2,800 | 2,800 | 2,800 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of all clients who received at least one face-to-face visit every 90 days | 99% | 96% | 95% | 95% | 95% |
| Number and percent of total accountings filed requiring Public Guardian to request a continuance from the court | 66 / 9% | 54 / 8% | 60 / 10% | 60 / 10% | 60 / 10% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| 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 | 79% | 77% | 78% | 78% | 78% |
| Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization | 79% | 81% | 80% | 80% | 80% |

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

Conservatorship Program (5700P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 44.0 | 45.0 | 45.0 | 45.0 | | 45.0 |
| Funded FTE | 44.0 | 45.0 | 45.0 | 45.0 | | 45.0 |
| Total Requirements | 4,605,221 | 4,631,965 | 6,278,114 | 6,207,791 | (70,323) | 6,493,321 |
| Total Sources | 2,929,197 | 3,059,354 | 3,926,477 | 3,954,401 | 27,924 | 4,174,045 |
| Net County Cost | 1,676,024 | 1,572,611 | 2,351,637 | 2,253,390 | (98,247) | 2,319,276 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 2,351,637 | 2,253,390 | (98,247) | 2,319,276 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,253,390 or 36.3%, of which 100% is discretionary. This discretionary amount represents Mandated Public Guardian Services currently provided with no maintenance-of-effort requirements.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time projects and equipment; and an increase in Public Guardian Legal Fees paid to County Counsel.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 27,924 | (106,523) | 36,200 | 0 | (98,247) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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: annualized negotiated labor increases; increases in retirement and retiree health contributions which has been offset by revenue from the Public Guardian fees.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 219,644 | 285,530 | 0 | 0 | 65,886 | 0 |

Community-Based Programs (5720P)

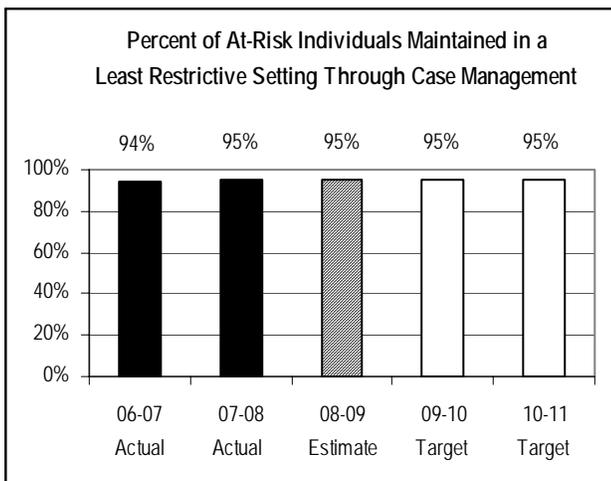
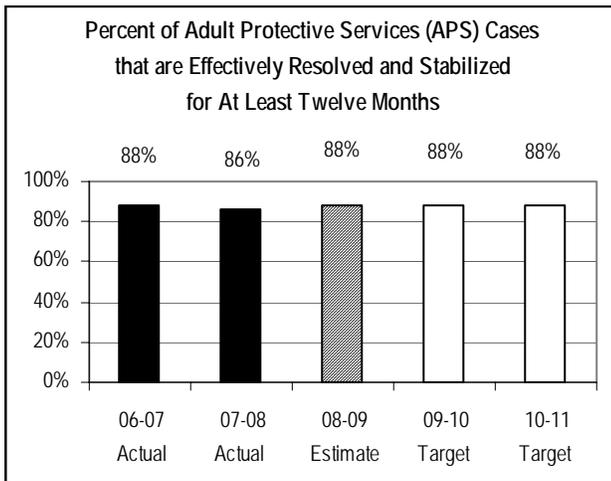
Program Locator

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

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.

Headline Measures



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, Centralized Intake, Adult Protective Services (APS), Healthier Outcomes through Multidisciplinary Engagement (HOME) Team, Representative Payee, AIDS Case Management, Linkages, 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.

Aging and Adult Services (AAS) continues to make progress on the Long-Term Supportive Services Project (LTSSP) in an effort to achieve a fully integrated Medicaid / Medicare long-term care system that enables strategic resource allocation decisions in alignment with the AAS mission. Fundamental to the success of LTSSP is a common assessment for all clients entering long-term care services. AAS has implemented a Uniform Assessment Tool (UAT), which represents a significant accomplishment for the Division and its work towards achieving the LTSSP service delivery model. The UAT trial lasted until February 2009 and a final evaluation was submitted to the State in May 2009. In order to further explore the full functionality of the UAT, both the Multipurpose Senior Services Program (MSSP) and Linkages programs will continue utilizing the UAT through the next fiscal year.

The following are major accomplishments in the current year:

- Developed a UAT and integrated the tool into its automated case management system (the Q system) which was launched in February 2007; received approval from the California Department of Aging to pilot the UAT in the MSSP program
- Completed year one implementation of the HOME Team to provide multidisciplinary case management for clients relying on the Emergency Department (ED) for medical care in collaboration with other Health System Divisions, the San Mateo Medical Center (SMMC) and the Human Services Agency
- In partnership with the SMMC successfully negotiated, collaborated, and implemented the Meals on Wheels program in the North and Central parts of the county to ensure continuity of services
- Implemented the UAT 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
- Provided ongoing training for staff on the automated case management system (the Q 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

Story Behind Performance

The mission of AAS is to improve and maintain the health and safety of clients in the least restrictive setting possible. At least 88% of individuals served by Adult Protective Services (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.

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 make necessary changes in the method of service delivery to meet the needs of the aging Baby Boomer population
- To complete the trial and evaluation of the UAT across all programs in AAS
- To train financial institutions on elder and dependent adult abuse
- To develop plans for providing assistance and services to clients in the event of a major disaster
- To work with community providers to increase accessible transportation and housing capacity in the county
- To expand linguistic access to services in Spanish, Chinese, Tagalog, and Russian speaking communities
- To enhance the cultural competence of providers
- To continue providing high quality services to vulnerable residents despite decreased funding
- To locate and sustain funds for gerontology graduate social work student interns as a key component of the service provision network

Program Objectives

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

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

- Continue to closely monitor cases open to APS to ensure client safety and well-being
- Develop a strategy for implementing additional quality assurance methods for the Centralized Intake Unit, including APS, within current resources
- Strengthen the ability to prevent financial abuse of elders and dependent adults through a designated staff position that acts as a liaison between AAS and financial institutions

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

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

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

- Provide a continuum of services necessary to allow clients to remain in the least restrictive setting possible
- Continue to improve coordination between AAS programs to ensure a smooth transition for clients who require services from multiple programs
- 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
- 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do | | | | | |
| Number of Adult Protective Services (APS) cases opened | 966 | 1,050 | 1,050 | 1,050 | 1,050 |
| Number of at-risk individuals served by case management ⁽¹⁾ | 3,019 | 3,029 | 3,050 | 3,050 | 3,050 |
| Number of people served through Area Agency on Aging funds | 14,855 | 14,393 | 15,000 | 15,000 | 15,000 |
| Number of professionals and general public receiving information and education | 1,908 | 3,023 | 2,000 | 2,000 | 2,000 |
| Number of information and referral calls answered by the TIES Line | 11,214 | 8,948 | 11,000 | 11,000 | 11,000 |
| How Well We Do It (Quality) | | | | | |
| Percent of at-risk individuals maintained in a least restrictive setting through case management | 94% | 95% | 95% | 95% | 95% |
| Number and percent of clients assessed using the new uniform assessment tool (data development) ⁽²⁾ | --- / --- | --- / --- | 250 / 5% | 250 / 5% | 250 / 5% |
| Is Anyone Better Off? (Outcome) | | | | | |
| Percent of APS cases effectively resolved and stabilized for at least twelve months | 88% | 86% | 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) | 91% | 99% | 97% | 97% | 97% |

⁽¹⁾ "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.

⁽²⁾ Although a formal report is due to the state in May 2009, the MSSP and Linkages programs will continue using the tool after the formal trial has ended.

Community-Based Programs (5720P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 78.0 | 80.0 | 80.0 | 80.0 | | 80.0 |
| Funded FTE | 78.0 | 79.7 | 80.0 | 80.0 | | 80.0 |
| Total Requirements | 14,621,802 | 17,021,388 | 17,980,418 | 17,722,735 | (257,683) | 18,257,375 |
| Total Sources | 13,348,065 | 14,222,316 | 15,451,331 | 14,974,917 | (476,414) | 15,311,898 |
| Net County Cost | 1,273,738 | 2,799,072 | 2,529,087 | 2,747,818 | 218,731 | 2,945,477 |
| NCC Breakdown | | | | | | |
| Local Grants Match-IHSS | | | 212,621 | 210,148 | (2,473) | 26,563 |
| Adult Protective Svcs MOE | | | 248,503 | 248,503 | | 248,503 |
| COLAs for Providers | | | 98,878 | | (98,878) | |
| Non-Mandated Services | | | 1,397,198 | 1,346,741 | (50,457) | 1,350,114 |
| Local Overmatch | | | 571,887 | 942,426 | 370,539 | 1,320,297 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,747,818 or 15.5%, of which \$2,289,167 or 83.3% is discretionary. This discretionary amount includes Mandated Services such as In-Home Support 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time projects and equipment; reductions in Realignment revenue and other State funding; increases in Federal funding; and reductions in IntraAgency Agreements within the Health System.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (476,414) | (423,461) | 165,778 | 0 | 218,731 | 0 |

 FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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: annualized negotiated labor increases and increases in retirement and retiree health contributions, which have been offset by an increase in Realignment revenue.

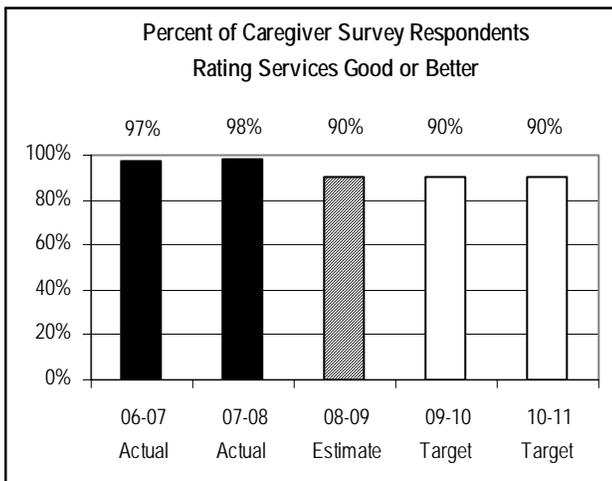
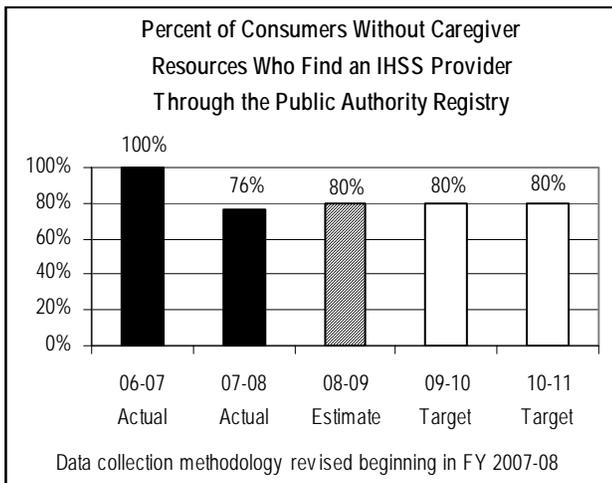
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 336,981 | 534,640 | 0 | 0 | 197,659 | 0 |

IHSS Public Authority (5800B)

Program Locator

- County
 - Healthy Community
 - Health System-Health Department
 - Aging and Adult Services
 - Conservatorship Program
 - Community-Based Programs
 - ▶ **IHSS Public Authority**
 - IHSS Public Authority GF

Headline Measures



Program Outcome Statement

The Public Authority (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 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 / committees of AAS.

The PA 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. 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.

The following are major accomplishments in the current year:

- Facilitated the implementation of the new State Electronic Funds Transfer program for eligible IHSS independent providers
- Developed the PA Registry (Registry) Services Denial Policy to further efforts to provide a safe working environment for providers working with challenging clients
- Hosted an open house for Registry providers to address questions and concerns and to review IHSS and Registry program rules and procedures
- Presented at all AAS staff meetings to ensure the effective use of Registry services
- Participated in the IHSS Advisory Committee's development of a Strategic Plan in anticipation of state programmatic changes
- Co-Sponsored the 2008 Alzheimer Association's Circle of Care Conference to enhance the education of providers working with clients with Alzheimers or other dementias

- Participated in statewide efforts to design the new Case Management, Information, and Payroll System (CMIPS II) for the IHSS program

Story Behind Performance

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 new 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 throughout the county as possible.

The PA 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.

Major challenges over the next two years will be:

- To ensure that the Registry includes an adequate number of providers who speak Spanish, Cantonese, and Mandarin to meet the language needs of IHSS consumers
- To continue to meet the homecare service needs of a steadily increasing number of IHSS consumers within the constraints of local, state and individual budgetary considerations
- To develop and expand programs beyond the categorical funding requirements that limit PA services to IHSS consumers
- To maintain a full membership on the IHSS Advisory Committee
- To prepare for the new CMIPS II through the implementation of a state outlined pre-engagement activity schedule
- To meet the homecare needs of an ever changing IHSS population, including clients with behavioral health issues
- To prepare for and implement new state requirements for providers serving IHSS clients enrolled in California's Personal Care Services Program (PCSP)
- To anticipate the potential change in the County's share of the cost of IHSS due to the state's reduced participation in the IHSS hourly wage from \$11.50 to \$9.50

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
- 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

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Average number of caregivers served by the Public Authority per month | 2,315 | 2,589 | 2,800 | 2,800 | 2,800 |
| Number of consumers served by the Public Authority registry | 264 | 314 | 300 | 300 | 300 |
| Number of caregivers and consumers attending Public Authority trainings per year | 244 | 227 | 240 | 240 | 240 |
| Average number of timecards processed per month | 5,434 | 6,052 | 6,560 | 6,560 | 6,560 |
| Number and percent of Independent Providers (IPs) who are relatives (data development) ⁽¹⁾ | --- / --- | --- / --- | 2,211 / 68% | 2,211 / 68% | 2,211 / 68% |
| Number and percent of Independent Providers (IPs) who live with the care recipient (data development) ⁽²⁾ | --- / --- | --- / --- | 1,362 / 51% | 1,362 / 51% | 1,362 / 51% |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of consumers without caregiver resources who find an IHSS provider through the Public Authority registry ⁽³⁾ | 100% | 76% | 80% | 80% | 80% |
| Percent of caregiver survey respondents rating services good or better | 97% | 98% | 90% | 90% | 90% |
| Average number of days to obtain a match between a caregiver and consumer through PA registry | 5 | 6 | 6 | 6 | 6 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| 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% |

⁽¹⁾ Includes providers, active and on leave, who are relatives of the client. Type of relationship of the provider to the client is further defined and numbers for each category are: spouse (111), parent of a minor child (124), parent of an adult child (279), minor child (2), adult child (1026), other relative not clearly defined (669).

⁽²⁾ Represents recipients with authorized hours (active and on leave) whose address matches the provider's time card.

⁽³⁾ Variations reflect change in data collection methodology, as described in Story Behind Performance.

IHSS Public Authority (5800B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|--------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Total Requirements | 14,586,353 | 16,341,422 | 18,264,369 | 19,777,054 | 1,512,685 | 19,793,024 |
| Total Sources | 14,586,353 | 16,341,422 | 18,264,369 | 19,777,054 | 1,512,685 | 19,793,024 |

Discretionary Net County Cost

The program's FY 2009-10 Recommended Budget contains no Net County Cost, but General Fund support of \$4,487,523 or 22.7% of the total Public Authority program cost is provided in a separate budget unit 6900B, the IHSS program.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases for Public Authority staff; increases in Individual Provider hours; and increases in Realignment revenue.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 1,512,685 | 1,637,003 | 0 | (124,318) | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 which has been offset by an increase in Realignment funding.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 15,970 | 15,970 | 0 | 0 | 0 | 0 |

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 46,553 | 66,783 | | | | |
| Intergovernmental Revenues | 6,791,090 | 8,220,697 | 10,279,882 | 11,916,885 | 1,637,003 | 11,932,855 |
| Interfund Revenue | 4,622,328 | 4,688,600 | 4,487,523 | 4,487,523 | | 4,487,523 |
| Miscellaneous Revenue | 438 | 515 | | | | |
| Total Revenue | 11,460,409 | 12,976,595 | 14,767,405 | 16,404,408 | 1,637,003 | 16,420,378 |
| Fund Balance | 3,125,944 | 3,364,826 | 3,496,964 | 3,372,646 | (124,318) | 3,372,646 |
| TOTAL SOURCES | 14,586,353 | 16,341,422 | 18,264,369 | 19,777,054 | 1,512,685 | 19,793,024 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 366,227 | 433,710 | 522,328 | 540,348 | 18,020 | 556,318 |
| Services and Supplies | 2,565,877 | 2,758,766 | 3,109,984 | 3,116,338 | 6,354 | 3,116,338 |
| Other Charges | 8,289,423 | 9,651,982 | 11,135,093 | 12,747,722 | 1,612,629 | 12,747,722 |
| Net Appropriations | 11,221,527 | 12,844,458 | 14,767,405 | 16,404,408 | 1,637,003 | 16,420,378 |
| Non-General Fund Reserves | 3,364,826 | 3,496,964 | 3,496,964 | 3,372,646 | (124,318) | 3,372,646 |
| TOTAL REQUIREMENTS | 14,586,353 | 16,341,422 | 18,264,369 | 19,777,054 | 1,512,685 | 19,793,024 |

IHSS Public Authority GF (6900B)

Budget Unit Locator

County

Healthy Community

Health System-Health Department

Aging and Adult Services

Conservatorship Program

Community-Based Programs

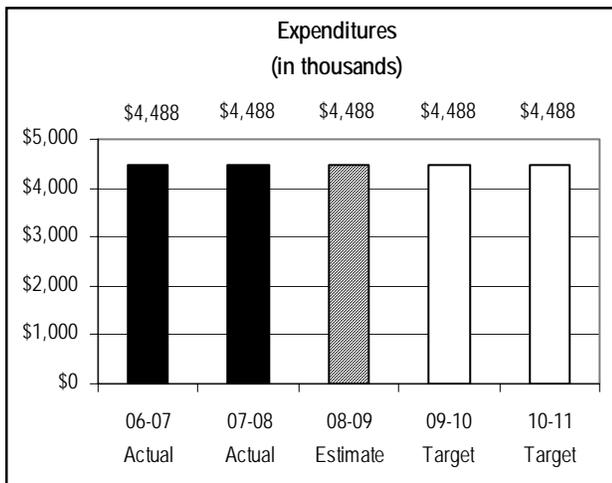
IHSS Public Authority



IHSS Public Authority GF

Budget Unit Description

This budget unit contains the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). The Other Charges budgeted in this account is transferred to the Public Authority for IHSS as Interfund Revenue.



Discretionary Net County Cost

This budget unit is funded 100% by the General Fund, as it represents the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). This amount of \$4,487,523 represents 22.7% of the total requirements for the services and the Public Authority portions of the IHSS program.

FY 2009-10 Funding Adjustments

No change.

FY 2010-11 Funding Adjustments

No change.

IHSS Public Authority GF (6900B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| REQUIREMENTS | | | | | | |
| Other Charges | 4,487,523 | 4,487,523 | 4,487,523 | 4,487,523 | | 4,487,523 |
| TOTAL REQUIREMENTS | 4,487,523 | 4,487,523 | 4,487,523 | 4,487,523 | | 4,487,523 |
| NET COUNTY COST | 4,487,523 | 4,487,523 | 4,487,523 | 4,487,523 | | 4,487,523 |

Behavioral Health and Recovery Services (6100B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 28,587 | 31,372 | 32,355 | 34,016 | 1,661 | 34,016 |
| Intergovernmental Revenues | 64,729,510 | 70,453,627 | 71,999,072 | 77,629,857 | 5,630,785 | 77,983,364 |
| Charges for Services | 25,003,965 | 28,122,299 | 33,077,218 | 33,901,489 | 824,271 | 35,349,179 |
| Interfund Revenue | 8,165 | 9,561 | | | | |
| Miscellaneous Revenue | 2,242,306 | 1,193,159 | 1,717,647 | 1,759,527 | 41,880 | 1,759,527 |
| Other Financing Sources | 40,224 | | | | | |
| Total Revenue | 92,052,757 | 99,810,018 | 106,826,292 | 113,324,889 | 6,498,597 | 115,126,086 |
| Fund Balance | 7,153,069 | 7,593,849 | 6,803,670 | 6,803,670 | | 6,803,670 |
| TOTAL SOURCES | 99,205,826 | 107,403,867 | 113,629,962 | 120,128,559 | 6,498,597 | 121,929,756 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 36,146,808 | 40,266,004 | 45,308,144 | 48,251,739 | 2,943,595 | 50,944,498 |
| Services and Supplies | 48,157,057 | 52,427,384 | 54,695,113 | 55,973,881 | 1,278,768 | 55,936,232 |
| Other Charges | 25,552,944 | 28,725,963 | 31,448,069 | 32,860,955 | 1,412,886 | 32,860,955 |
| Other Financing Uses | | 27,226 | | | | |
| Gross Appropriations | 109,856,809 | 121,446,577 | 131,451,326 | 137,086,575 | 5,635,249 | 139,741,685 |
| Intrafund Transfers | (2,946,990) | (3,523,458) | (4,097,158) | (2,864,414) | 1,232,744 | (2,864,414) |
| Net Appropriations | 106,909,819 | 117,923,119 | 127,354,168 | 134,222,161 | 6,867,993 | 136,877,271 |
| Contingencies/Dept Reserves | 4,910,300 | 7,456,200 | 6,522,447 | 6,522,447 | | 6,522,447 |
| TOTAL REQUIREMENTS | 111,820,119 | 125,379,319 | 133,876,615 | 140,744,608 | 6,867,993 | 143,399,718 |
| NET COUNTY COST | 12,614,293 | 17,975,452 | 20,246,653 | 20,616,049 | 369,396 | 21,469,962 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 392.0 | 412.0 | 413.0 | 413.0 | | 413.0 |
| Funded FTE | 358.6 | 387.5 | 385.7 | 391.4 | 5.7 | 391.4 |

Behavioral Health and Recovery Administration (6110P)

Program Locator

County

Healthy Community

Health System-Health Department

Behavioral Health and Recovery Services

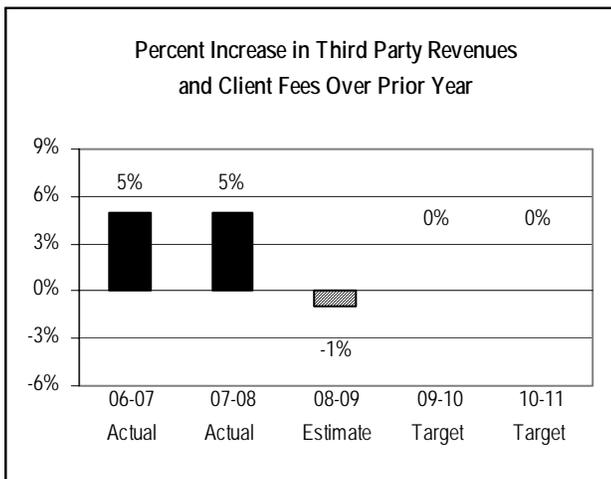
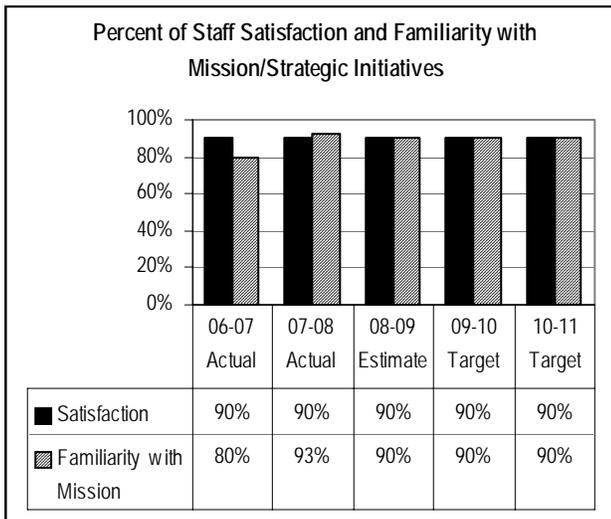
▷ **Behavioral Health and Recovery Administration**

Mental Health Youth Services

Mental Health Adult Services

Alcohol and Other Drug Services

Headline Measures



Data Development

It is a priority of Behavioral Health and Recovery Services to have consumers and family members participate in the planning and delivery of services. The perspective of those receiving services is critical for the successful development of a client-directed system of

care. BHRS will gauge its success in engaging consumers and family members in services planning processes by measuring the percentage of strategic efforts that include involvement by consumers and family members. This will become a new Headline Measure after data becomes available, which is expected to be collected in FY 2009-10.

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, 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 local, state, and federal requirements; and provides general administrative support for all BHRS programs including quality improvement, personnel services, budget and finance support, research and evaluation, and contract administration.

Services and Accomplishments

BHRS Administration contributes to the 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 MH and AOD has targeted several goals related to improving services for clients as a result of the reorganization.

The following are major accomplishments in the current year:

- Completed the merger of Mental Health Services and AOD into a new BHRS Division of the Health System and aligned the newly restructured Division's work around a new mission / vision and strategic initiatives
- Expanded a multiyear, systemwide initiative to establish integrated treatment strategies for people with co-occurring mental health and alcohol and other drug conditions, training 60 staff in motivational interviewing and other techniques and enlisting over 100 staff "change agents" to carry out the initiative, including implementation of a welcoming policy across the

system and improving the identification of clients who have co-occurring mental health and drug and alcohol problems

- Continued implementation of the Mental Health Services Act (MHSA)-funded expansion of mental health services for seriously mentally ill and emotionally disturbed San Mateo County residents
- Continued active participation by the Mental Health Board in system and services planning, implementation monitoring and quality improvement activities, and community outreach
- Began planning and implementation of a new electronic billing and clinical information system that will be adopted in phases starting in FY 2009-10
- Improved access to behavioral health services in East Palo Alto in collaboration with community stakeholders
- Developed a Behavioral Health and Recovery Services (BHRS) Prevention framework and received state approval of the MHSA plan for Prevention and Early Intervention
- Trained 75% of BHRS staff in appropriate use of the Health System language line and appropriate use of interpreters to promote linguistic access
- Supported the BHRS Cultural Competence Committee as a venue to talk about cultural competence and diversity issues and to coordinate cultural competence-related activities into a comprehensive framework through use of a committee-developed mapping tool
- Expanded existing cultural disparity initiatives (e.g. African American Planning Initiative, Pacific Islander Initiative, Latino 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 MHSA required each county to develop a comprehensive three-year plan for new and expanded services. BHRS received state approval of its plan in March 2006 and began implementing programs in spring 2006. By spring 2007 most new programs were implemented, including: "full service partnership" programs for seriously mentally ill adults, older adults, children / youth, and transition age youth; expanded community-based services; outreach and engagement activities targeting unserved ethnic minority and non-English speaking communities; primary care interface services; school-based services; criminal justice pathways for people with mental illness; a program for peer and parent partner employees to engage and retain clients in treatment; and self-help services. Subsequent state approvals have provided for expansion of these services and initiation of MHSA Prevention and Early Intervention services. A multiyear system redesign and training initiative designed jointly by Mental Health Services and Alcohol and Other Drug Services (AOD) is expanding the BHRS system's capacity to effectively treat people with complex and co-occurring mental health and drug and alcohol problems. The goals of the BHRS Mental Health Strategic Plan are complementary to the requirements of the MHSA.

Staff satisfaction and familiarity with mission / strategic initiatives have historically been high, as indicated in Headline Measure 1. It is believed that increased ratings for familiarity with 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, as shown in Headline Measure 2. Federal regulations continue to require "compliance plans" and increased internal monitoring of documentation and billing practices. Billing is blocked for services that do not fully meet documentation standards. Improved compliance as a result of documentation training and quality reviews 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 2006-07 and FY 2007-08. Due to budget constraints the Division held positions open for FY 2008-09, 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 Maximum Allowable rates for Medi-Cal funded services
- To implement strategic initiatives that promote the integration of MH and AOD Services
- To implement expansions of the new MHSA programs and considerable systemwide transformation required by the MHSA
- To continue providing mandated levels of service, such as mental health services to Special Education Pupils (SEP) within the constraints of decreased available funding
- To increase linguistic access and develop more culturally-appropriate mental health services
- To implement a new clinical and billing information system impacting all workflow and requiring all staff to learn new technologies
- To continue training and monitoring documentation and billing practices of the County and its contract providers to satisfy state and federal compliance requirements
- To expand utilization and risk management strategies based on standard clinical criteria, tools, and procedures

Program Objectives

BHRS Administration will meet performance targets by doing the following:

Achieve 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 services expansion and systemwide training based on the state-approved three-year MHSA plan
- Implement training and education areas identified in staff surveys

Maintain Third Party Revenues and Client Fees with No Decrease for FY 2009-10

- Continue to improve decision support tools for supervisors monitoring staff productivity, documentation, and other requirements impacting billing
- Continue to monitor staff and provider agency follow-through to maximize third party revenues and ensure clients are enrolled for Medi-Cal, Healthy Families, and Healthy Kids benefits
- Increase utilization review and staff documentation training activities to avoid increased audit disallowances associated with the shift to fee-for-services billing
- Implement new automated information system to support billing processes

Improve Business Services Capabilities and Reporting by June 2010

- Begin phased roll-out of the new mental health information system to improve clinical services capacity and ensure compliance with Health Insurance Portability and Accountability Act (HIPAA) and other state and federal requirements by June 2010
- Provide individual client insurance eligibility information to clinical service providers to support efforts to improve client insurance enrollment by January 2010

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of new or renewed contracts coordinated and administered | 353 | 469 | 420 | 400 | 400 |
| Percentage of clients who are diagnosed with co-occurring disorders (data development) | --- | --- | --- | --- | --- |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent increase in third party revenues and client fees over prior year | 5% | 5% | -1% | 0% | 0% |
| Percent of customer survey respondents (Managed Care Provider) rating services good or better | 85% | 90% | 90% | 90% | 90% |
| Average number of days to complete contracts development process | 69 | 59 | 60 | 60 | 60 |
| Percentage of strategic initiatives with consumer and family involvement (data development) ⁽¹⁾ | --- | --- | 90% | 90% | 90% |
| Percent of organizational providers who have completed self assessment of co-occurring capability and identified action plans (data development) ⁽¹⁾ | --- | --- | 70% | 70% | 70% |
| Percentage of organizational providers represented in the co-occurring initiative by a change agent ⁽¹⁾ | --- | --- | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of staff who are familiar or very familiar with mission and strategic initiatives | 80% | 93% | 90% | 90% | 90% |
| Percent of staff who are satisfied or very satisfied | 90% | 90% | 90% | 90% | 90% |
| Percent of clinical staff participating in documentation training | 88% | 89% | 75% | 75% | 75% |
| Number of clients using language interpreter services (data development) ⁽¹⁾ | --- | --- | 140 | 140 | 150 |

⁽¹⁾ This performance measure was added in FY 2008-09.

Behavioral Health and Recovery Administration (6110P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 46.0 | 51.0 | 53.0 | 53.0 | | 53.0 |
| Funded FTE | 42.2 | 48.1 | 50.4 | 51.5 | 1.1 | 51.5 |
| Total Requirements | 14,832,724 | 18,618,116 | 21,256,525 | 21,538,380 | 281,855 | 21,882,174 |
| Total Sources | 20,600,650 | 29,148,302 | 18,137,054 | 19,971,991 | 1,834,937 | 20,249,726 |
| Net County Cost | (5,767,926) | (10,530,185) | 3,119,471 | 1,566,389 | (1,553,082) | 1,632,448 |
| NCC Breakdown | | | | | | |
| COLAs for Providers | | | 362,524 | | (362,524) | |
| Non-Mandated Services | | | 2,756,947 | 1,566,389 | (1,190,558) | 1,632,448 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,566,389 or 7.3%, of which 100.0% is discretionary. This discretionary amount includes net unassigned operating costs for youth and adult mental health services.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 mid-year position transfer from the San Mateo Medical Center; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and adjustments for Mental Health Services Act (MHSA) expenditures and revenues related to Prevention and Early Intervention (PEI) and Information Technology.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,834,937 | 281,855 | 0 | 0 | (1,553,082) | 0 |

2. Staffing Adjustment

One half-time Office Specialist position has increased to a full-time position to meet increasing support need in conjunction with the changes in clinical responsibilities and workload. The increase in cost is fully offset by a decrease in appropriation for extra-help expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (79,713) | 0 | 0 | 0 | (1) |
| 0 | 79,713 | 0 | 0 | 0 | 1 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,834,937 | 281,855 | 0 | 0 | (1,553,082) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; adjustment to Mental Health Services Act (MHSA) revenue related to claimable personnel cost increases; and adjustment to Short-Doyle Medi-Cal FFP revenue related to anticipated increase in claimable activities.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 277,735 | 343,794 | 0 | 0 | 66,059 | 0 |

Mental Health Youth Services (6130P)

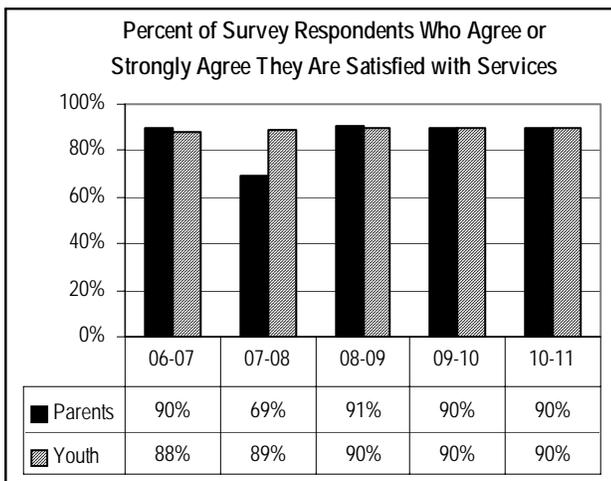
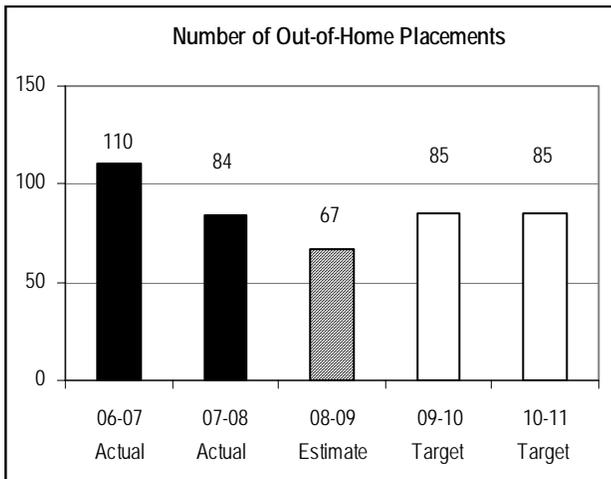
Program Locator

- County
 - Healthy Community
 - Health System-Health Department
 - Behavioral Health and Recovery Services
 - Behavioral Health and Recovery Administration
 - ▶ **Mental Health Youth Services**
 - Mental Health Adult Services
 - Alcohol and Other Drug Services

Program Outcome Statement

Mental Health Youth Services provides a wide range of child- and family-focused mental health and therapeutic support services to children, adolescents, and their families in collaboration with caregivers, schools, other agencies, and the community in order to promote individual and family strengths, maintain youth in their homes and schools, and ensure mental health, well-being, and safety for those youth and families served. The involvement of families and / or caregivers at all levels of the system helps to achieve these outcomes.

Headline Measures



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.

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 62 youth and their families as of February 1, 2009, with an average length of stay of eight 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 2007-08, approximately 140 children and their families were referred to PSHC by HSA Child Welfare Services. There is continuous, ongoing collaboration of the staffs 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 2007-08, 195 clients were referred for these services. The contracted providers of these

services will be selected by a Request for Proposals process prior to FY 2009-10.

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 2007-08, 284 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 will be selected through an RFP process prior to FY 2009-10. 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. A TAY drop-in center opened in San Bruno in May 2007 to provide an array of services for young adults. The FSP has 80 enrollees, which is full capacity for these services.

Ongoing collaboration with Juvenile Probation has enabled services to be 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.

The following are major accomplishments in the current year:

- Continued partnership with Human Services Agency to provide clinical supervision for eight Psychiatric Social Workers at Family Resource Centers throughout the county
- Continued training of clinicians in Mental Health Youth Services and contract providers to implement Teaching Pro-Social Skills (TPS), formerly referred to as Anger Replacement Therapy (ART)
- Fully implemented Youth and Transition-Age Youth Full Service Partnership to serve a full capacity of 80 clients and their families and achieved a 45% reduction in incarceration by program enrollees
- Initiated a School-Based Initiative in partnership with a contract provider to implement mental health services in two middle schools in North County

- Established a TAY Drop in Center for transition-aged youth in San Bruno through an augmented partnership with an FSP services contractor
- Established a youth-focused group of change agents to collaborate in co-occurring services initiative
- Expanded Primary Care Interface consultation services countywide to pediatricians in County primary care clinics
- Continued implementation of family partners program and established new leadership in this effort
- Participated in MHSA 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

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 two-week periods. This collection method yields point-in-time data but does not provide long-term data representing client satisfaction. The two-year customer satisfaction target has been set at the countywide standard of 90% for both parents and youth.

In FY 2007-08 implementation of TPS, a second evidence-based practice, began in two of the Division's regional outpatient clinics, two of the Therapeutic Day School (adolescent day treatment) sites, two schools receiving services from Family Resource Center staff, and at the YSC. During FY 2008-09 select clinicians participated in a train the trainer program to facilitate further implementation of this evidence-based practice.

Major challenges over the next two years will be:

- To implement budget reductions to address decreases in the State Maximum Allowable rates for Medi-Cal funded services
- To implement new and expanded services through resources provided by the MHSA to improve the Youth and Youth to Adult

Systems of Care, especially the Full Service Partnership (FSP) for highest risk youth and Transition-Age Youth

- To implement more effective outreach strategies to unserved ethnic / linguistic populations and to engage and retain these clients in new Mental Health Services Act (MHSA)-funded services
- To implement MHSA Prevention and Early Intervention services
- To provide AB 3632 services within funding and contractual agreements, contingent upon state and local budget and service mandates
- To continue implementing Partners for Safe and Healthy Children (PSHC) and the Child Abuse Collaborative services, with the goal of preventing child abuse in children ages up to 18 years of age
- To implement Youth Development Initiative strategies that build resilience in young people, families, and communities served
- To implement the North County Outreach Collaborative with the goal of improving access and treatment for uninsured and under-insured North County populations

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 2010

- 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

Evaluate the Effectiveness of Functional Family Therapy and Teaching Pro-Social Skills by June 2010

- Conduct the outcome data collection and analysis by June 2010

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of clients served: | | | | | |
| - Intensive | 1,125 | 1,138 | 1,110 | 1,100 | 1,100 |
| - Outpatient | 2,302 | 2,220 | 2,350 | 2,250 | 2,250 |
| Number of new clients served | 1,371 | 1,419 | 850 | 650 | 650 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of survey respondents who agree or strongly agree that they are satisfied with services received: | | | | | |
| - Parents | 90% | 69% | 91% | 90% | 90% |
| - Youth | 88% | 89% | 90% | 90% | 90% |
| Percent of survey respondents who agree or strongly agree that the client is better at handling daily life: | | | | | |
| - Parents | 82% | 73% | 78% | 75% | 75% |
| - Youth | 76% | 90% | 92% | 75% | 75% |
| Implementation of nationally recognized clinical Evidence-Based Practices | 1 | 1 | 1 | 1 | 1 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Average monthly census of out-of-home placements at the group home level Countywide by Mental Health, Probation, and Human Services Agency | 110 | 84 | 67 | 85 | 85 |
| Average monthly census of out-of-home placements at the group home level by Mental Health Youth Services | 10 | 9 | 9 | 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 (data development) | --- | --- | --- | 65% | 65% |

Mental Health Youth Services (6130P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 168.0 | 169.0 | 168.0 | 168.0 | | 168.0 |
| Funded FTE | 156.5 | 161.9 | 158.1 | 161.0 | 2.9 | 161.0 |
| Total Requirements | 21,673,488 | 25,039,602 | 29,157,850 | 31,260,045 | 2,102,195 | 32,333,738 |
| Total Sources | 14,931,353 | 15,780,629 | 24,180,871 | 27,504,389 | 3,323,518 | 28,209,561 |
| Net County Cost | 6,742,135 | 9,258,973 | 4,976,979 | 3,755,656 | (1,221,323) | 4,124,177 |
| NCC Breakdown | | | | | | |
| State EPSDT Match | | | 145,000 | 145,000 | | 145,000 |
| Non-Mandated Services | | | 4,831,979 | 3,610,656 | (1,221,323) | 3,979,177 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,755,656 or 12%, of which \$3,610,656 or 96.1% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include portions of Mental Health / Probation services at Hillcrest, Pre-To-Three program, Daly City Youth Health Center, Edgewood Child Abuse Program, and annual contribution to the Out-of-Home Placement program.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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: increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and adjustments for Mental Health Services Act (MHSA) expenditures and revenues primarily related to Community Services and Supports expansion.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,283,012 | 2,073,643 | (11,954) | 0 | (1,221,323) | 0 |

2. Staffing Adjustment

A vacant Marriage and Family Therapist I and Psychological Social Worker II have been deleted and two Mental Health Program Specialists have been added. A part-time Patient Services Assistant II has been increased to full-time. These changes will better align positions to program service levels by providing needed lead support in clinical supervisory functions and increasing clerical support, hence, position BHRS better in providing services that have increasing importance in future years. The increase in costs is funded in part by miscellaneous revenues and offset in part by a decrease in appropriations for extra-help and overtime expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (295,041) | 0 | 0 | 0 | (3) |
| 40,506 | 335,547 | 0 | 0 | 0 | 3 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,323,518 | 2,114,149 | (11,954) | 0 | (1,221,323) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; adjustment to Mental Health Services Act (MHSA) revenue related to claimable personnel cost increases; and adjustment to Short-Doyle Medi-Cal FFP revenue related to anticipated increase in claimable activities.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 705,172 | 1,073,693 | 0 | 0 | 368,521 | 0 |

Mental Health Adult Services (6140P)

Program Locator

County

Healthy Community

Health System-Health Department

Behavioral Health and Recovery Services

Behavioral Health and Recovery Administration

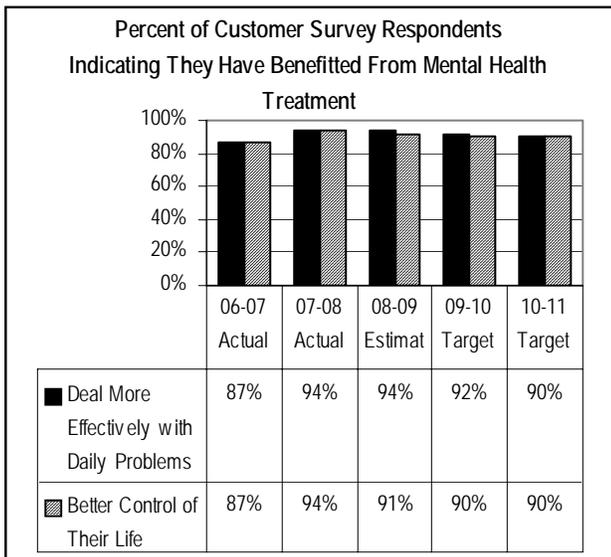
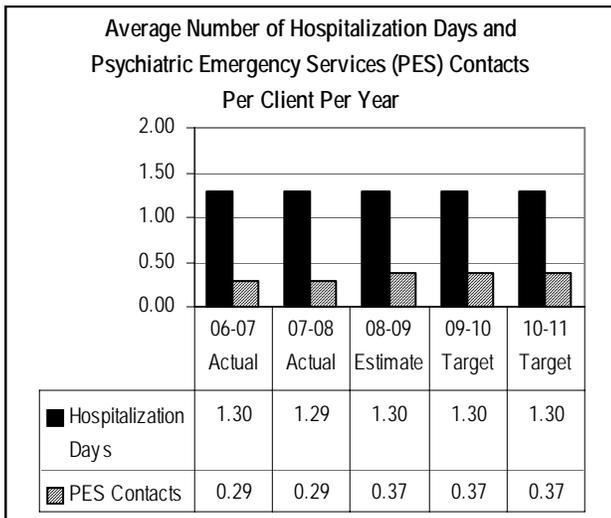
Mental Health Youth Services



Mental Health Adult Services

Alcohol and Other Drug Services

Headline Measures



Program Outcome Statement

Mental Health 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 intensive case management, Psychiatric Emergency Services (PES), hospital inpatient, and other locked facility services.

The following are major accomplishments in the current year:

- Implemented the Puente Clinic to provide specialized services for developmentally disabled clients with serious mental illness in partnership with the Health Plan of San Mateo (HPSM) and the Golden Gate Regional Center
- Continued to plan and initiate development of an older adult system of care
- Continued to implement, along with collaborative partners, the Adult Full Service Partnership programs to serve 110 clients and provide supported housing services for Full Service Partnership enrollees which has resulted in a 59% reduction in days of incarceration for program enrollees
- Continued to implement "Pathways"—a collaborative partnership between Courts, Probation, District Attorney, Private Defenders Office, Sheriff's Office, Correctional Health, and Behavioral Health and Recovery Services (BHRS)—that provides an alternate path through the criminal justice system for clients with serious mental illnesses
- Continued to implement wellness and recovery enhancements including a systemwide "Paving the Way" initiative to integrate mental health consumers into the workforce by hiring mental health consumers into full- and part-time civil services positions, and through the provision of training, consultation, and support systems for these employees
- Commenced planning for Mental Health Services Act (MHSA) Housing Resources in partnership with the Department of Housing

Story Behind Baseline Performance

Psychiatric inpatient hospitalization and PES represent the highest cost services along the continuum of care for seriously mentally ill adults and older adults. The more financial resources devoted to

high cost services, the fewer resources are available for community-based services that promote client self-sufficiency, wellness, and recovery. The goal is that neither psychiatric inpatient days nor Psychiatric Emergency Services (PES) utilization will increase by a statistically significant amount during future measurement periods. Performance against this goal is shown in Headline Measure 1. This measure tracks the average usage of inpatient days and PES visits by clients in the system, expressed in "hospitalization rate" and "PES rate" per client. In tandem, these measures provide a view of system effectiveness at the client level. Mental Health Adult Services, in cooperation with San Mateo Medical Center (SMCC) staff, has made a concerted effort to examine the effectiveness of diversion and discharge planning services for PES and psychiatric inpatient treatment services. Efforts have included redirection of resource management staff to provide an intensive linkage with PES. This linkage assists in diverting PES clients from hospital admissions and assists with hospital discharges, thereby decreasing overall institutional placements. This has produced improvements in the use of inpatient services, including shorter lengths of stay, and an increase in bed availability. Clients with multiple hospitalizations are also being linked to treatment and case management services in order to decrease subsequent hospitalizations.

Consumer and family member participation will continue to be expanded in program development and service delivery as the program works toward a client-directed system of care. There are two processes that will be used to assess consumer satisfaction and feedback: (1) ongoing monitoring of the state-mandated Mental Health Statistics Improvement Program (MHSIP); and (2) direct feedback from consumer and family member focus groups. Customer satisfaction regarding access to mental health services and to the services provided, as indicated by the point-in-time MHSIP responses included in the Performance Measures Summary Table, is over 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 over 91% 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 MHSIP 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.

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 supported housing units to individuals who are receiving intensive case management services. Another EBP is a co-occurring practice model and the use of a trauma treatment model called "Seeking Safety."

Major challenges over the next two years will be:

- To implement budget reductions, if necessary, to address decreases in the State Maximum Allowable rates for Medi-Cal funded services
- To continue implementing new and expanded services through MHSA resources to improve the Adult Systems of Care
- To continue implementing more effective outreach strategies to unserved ethnic / linguistic populations and to engage and retain these clients in new MHSA-funded services
- To continue maintaining and improving outpatient service systems
- To provide services to consumers in the least restrictive treatment levels by using intensive case management services
- To continue developing an inclusive and culturally-competent, consumer-run, community based organization to provide peer support services
- To expand senior peer counseling services for older adult clients
- To continue implementing strategies that facilitate timely access to treatment in various targeted areas of the county
- To collaborate with the Health Plan of San Mateo on the transfer of Medi-Cal funded pharmacy services to their pharmacy benefits management contract
- To implement MHSA 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 2010

- Roll out utilization management process to contractors in a series of trainings

130 Clients Will Complete Wellness and Recovery Action Plans (WRAP) by June 2010

- Provide intensive WRAP training to core group of staff in the train-the-trainer model
- Launch client WRAP groups

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of clients served: | | | | | |
| - Intensive level of service | 2,221 | 2,249 | 2,576 | 2,596 | 2,656 |
| - Outpatient level of service | 7,789 | 8,174 | 8,220 | 7,980 | 7,980 |
| - IMD (subacute) placements | 166 | 183 | 164 | 164 | 164 |
| Number of new clients served | 2,722 | 2,332 | 2,316 | 2,500 | 2,500 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating services good or better | 92% | 93% | 90% | 90% | 90% |
| Percent of customer survey respondents rating access to mental health services good or better | 93% | 94% | 93% | 85% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Hospitalization rate—average number of days hospitalized per client | 1.30 | 1.29 | 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 | 87% | 94% | 94% | 92% | 90% |
| - Better able to control their life | 87% | 94% | 91% | 90% | 90% |
| Implementation of nationally recognized clinical Evidence-Based Practices | 1 | 1 | 1 | 1 | 1 |
| Number of clients with five or more inpatient stays | 8 | 10 | 9 | 9 | 9 |

Mental Health Adult Services (6140P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 152.0 | 160.0 | 160.0 | 160.0 | | 160.0 |
| Funded FTE | 135.6 | 147.0 | 147.0 | 148.6 | 1.6 | 148.6 |
| Total Requirements | 59,716,443 | 64,754,849 | 65,817,110 | 70,060,877 | 4,243,767 | 71,129,606 |
| Total Sources | 50,685,899 | 49,587,485 | 59,047,707 | 60,105,683 | 1,057,976 | 60,922,033 |
| Net County Cost | 9,030,543 | 15,167,364 | 6,769,403 | 9,955,194 | 3,185,791 | 10,207,573 |
| NCC Breakdown | | | | | | |
| Federal Grants Match | | | 43,968 | 42,950 | (1,018) | 42,950 |
| Realignment MOE | | | 1,477,507 | 1,477,507 | | 1,477,507 |
| Proposition 172 MOE | | | 1,289,835 | 1,296,887 | 7,052 | 1,296,887 |
| SB855 Payments (DSH) | | | 2,982,402 | 2,982,402 | | 2,982,402 |
| Non-Mandated Services | | | 975,691 | 4,155,448 | 3,179,757 | 4,407,827 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$9,955,194 or 14.2%, of which \$7,137,850 or 71.7% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include indigent and non-target population needing psychiatric care at San Mateo Medical Center, geriatric client care placements at Institutes for Mental Health Disease (IMD), and pharmacy costs for IMD residents that are not claimable to Medi-Cal.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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: increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); adjustments for Mental Health Services Act (MHSA) expenditures and revenues primarily related to Community Services and Supports expansion; increase in IMD contracts; and elimination of revenue associated with the Mentally III Offender Crime Reduction (MIOCR) grant that ended September 30, 2008.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,057,976 | 3,369,092 | 874,675 | 0 | 3,185,791 | 0 |

2. Staffing Adjustment

A vacant part-time Marriage and Family Therapist II and one full-time Psychological Social Worker II have been deleted and two Mental Health Program Specialists have been added. These changes will better align positions to program service levels by providing needed lead support in

clinical supervisory functions and hence position BHRS better in providing services that have increasing importance in future years. The increase in costs is fully offset by a decrease in the appropriation for extra-help expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (254,970) | 0 | 0 | 0 | (2) |
| 0 | 254,970 | 0 | 0 | 0 | 2 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,057,976 | 3,369,092 | 874,675 | 0 | 3,185,791 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; adjustment to Mental Health Services Act (MHSA) revenue related to claimable personnel cost increases; and adjustment to Short-Doyle Medi-Cal Federal Financial Participation (FFP) revenue related to anticipated increase in claimable activities.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 816,350 | 1,068,729 | 0 | 0 | 252,379 | 0 |

Alcohol and Other Drug Services (6170P)

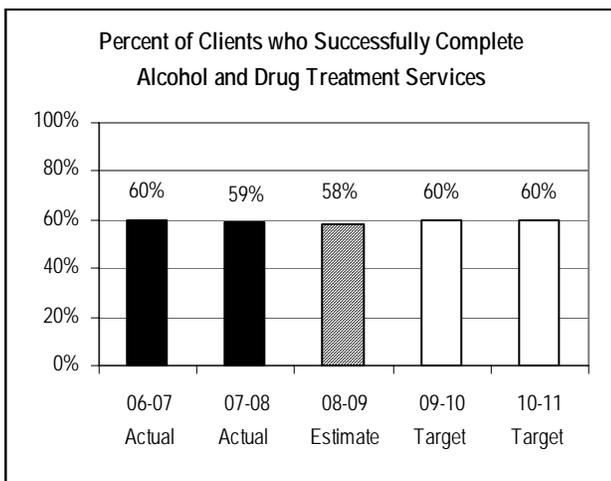
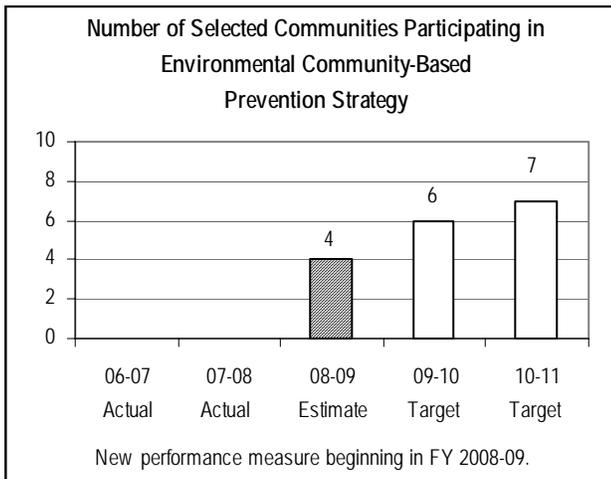
Program Locator

County
 Healthy Community
 Health System-Health Department
 Behavioral Health and Recovery Services
 Behavioral Health and Recovery Administration
 Mental Health Youth Services
 Mental Health Adult Services
 ► **Alcohol and Other Drug Services**

Program Outcome Statement

Alcohol and Other Drug Services 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 support community partnerships that can reduce the use, abuse, and impact of alcohol and other drug related problems in their communities.

Headline Measures



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 services prevention and treatment services to reduce the impact of substance use and abuse.

The following are major accomplishments in the current year:

- Developed evidence-based treatment standards
- Continued implementation of the AOD Strategic Plan, *Strategic Directions 2010: Challenges and Choices*
- Established a supportive housing assistance program for individuals completing primary treatment services
- Implemented a pilot program with Women's Recovery Association that supports long-term recovery management
- Increased the number of community-based prevention partnerships
- Began organizing a client-based advocacy and support system
- Implemented policies to retain people in treatment and to better coordinate narcotic replacement therapy with other treatment modalities
- Continued collaboration across Behavioral Health and Recovery Services (BHRS) programs to implement the Comprehensive Continuous Integrated Systems of Care best practice model to transform the system of care for clients with co-occurring disorders

Story Behind Performance

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.

Implementation of the strategic plan continues with a focus on serving four specific target populations – Daly City, East Palo Alto, Half Moon Bay, and La Honda / Pescadero. Commencing in FY 2009-10, 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 contracted 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 is yielding positive results and will be expanded in FY 2009-10. This change reflects the latest research that identifies addiction as a chronic relapsing disease.

Policies were adopted 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 each provider under such a circumstance ensure the client receives the appropriate level of care.

The number of clients entering treatment is projected to be static for FY 2009-10 due to the uncertainty regarding all levels of funding.

Major challenges over the next two years will be:

- To implement new standards of care for treatment services
- To continue to support community prevention partnerships
- To align and integrate environmental prevention strategies in BHRS and other Health System divisions
- To improve access to services and supports
- To measure client outcomes and system performance
- To expand provider capability to work with individuals with co-occurring disorders
- To meet the treatment needs of people re-entering the community from jail or prison
- To modify Proposition 36 services to meet service demands and funding constraints

Program Objectives

AOD will meet performance targets by doing the following:

Achieve a Rate of 60% or Better for Clients Successfully Completing Alcohol and Drug Treatment Services

- Implement a formal quality improvement process for each provider and the system at-large
- Develop access protocols for each priority population
- Implement new standards of care for treatment services
- Coordinate client transfers and engagement from detox to treatment

Implement the Relapse Prevention Policy by 75% of Treatment Providers

- Provide on-site technical assistance
- Monitor for compliance and quality improvement

Implement the Narcotic Replacement Therapy Policy by 75% of Treatment Providers

- Provide on-site technical assistance
- Monitor for compliance and quality improvement

Implement a Continuing Care and Recovery Pilot Project

- Expand pilot project from 8 to 16 clients

Continue the Implementation Phase of Community Prevention Partnerships

- Establish a "learning" collaborative among partnerships
- Link partnerships to 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

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of clients entering treatment: | | | | | |
| - Number of times clients enter treatment | 4,415 | 4,848 | 4,500 | 4,000 | 4,000 |
| - Unduplicated individuals served | 3,505 | 3,521 | 3,500 | 3,250 | 3,250 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number of selected communities participating in environmental community-based prevention strategy ⁽¹⁾ | --- | --- | 4 | 6 | 7 |
| Number of clients receiving continuous care and support services ⁽¹⁾ | --- | --- | 8 | 16 | 16 |
| Percent of clients referred to a treatment program who are subsequently admitted | 86% | 80% | 87% | 82% | 82% |
| Percent of clients retained in treatment at least 30 days from admission | 71% | 76% | 82% | 77% | 77% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of clients who successfully complete alcohol and drug treatment services | 60% | 59% | 58% | 60% | 60% |

⁽¹⁾ This performance measure was added in FY 2008-09.

Alcohol and Other Drug Services (6170P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 26.0 | 32.0 | 32.0 | 32.0 | | 32.0 |
| Funded FTE | 24.3 | 30.5 | 30.1 | 30.3 | 0.1 | 30.3 |
| Total Requirements | 15,597,465 | 16,966,752 | 17,645,130 | 17,885,306 | 240,176 | 18,054,200 |
| Total Sources | 12,987,924 | 12,887,451 | 12,264,330 | 12,546,496 | 282,166 | 12,548,436 |
| Net County Cost | 2,609,541 | 4,079,301 | 5,380,800 | 5,338,810 | (41,990) | 5,505,764 |
| NCC Breakdown | | | | | | |
| Federal Grants Match | | | 30,105 | 30,105 | | 30,105 |
| State Grants Match | | | 191,809 | 189,498 | (2,311) | 189,498 |
| Non-Mandated Services | | | 5,158,886 | 5,119,207 | (39,679) | 5,286,161 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,338,810 or 30.1%, of which \$5,119,207 or 95.9% is discretionary. This discretionary amount represents patient services, including primary prevention, residential and non-residential treatment, and ancillary support services.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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: increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of grant revenues related to four Center for Substance Abuse Treatment (CSAT) grant funded expenditures: elimination of the CalWORKs Single Allocation by the Human Services Agency, which is replaced by Short-Doyle Medi-Cal and Medi-Cal Administrative Activities revenues; adjustment to funding of Co-Occurring program services by replacing the Intrafund Transfers from Health Services with the expansion of Mental Health Services Act (MHSA) funds.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 282,166 | (129,847) | 370,023 | 0 | (41,990) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions which have been offset by an adjustment to Proposition 172 revenue and reductions in various operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,940 | 168,894 | 0 | 0 | 166,954 | 0 |

Community Health (6200B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,840,112 | 1,872,587 | 2,092,312 | 2,143,334 | 51,022 | 2,152,158 |
| Fines, Forfeitures and Penalties | 158,654 | 331,113 | 830,869 | 689,354 | (141,515) | 733,766 |
| Use of Money and Property | | | 75,000 | | (75,000) | |
| Intergovernmental Revenues | 19,945,649 | 19,023,400 | 18,286,503 | 18,704,183 | 417,680 | 18,762,854 |
| Charges for Services | 9,023,166 | 10,230,151 | 10,836,062 | 10,946,804 | 110,742 | 11,166,531 |
| Interfund Revenue | 496,909 | 579,471 | 455,390 | 563,390 | 108,000 | 563,390 |
| Miscellaneous Revenue | 2,017,788 | 2,398,655 | 1,249,037 | 1,378,589 | 129,552 | 1,378,589 |
| Other Financing Sources | 76,795 | 35,430 | 76,795 | 76,795 | | 76,795 |
| Total Revenue | 33,559,073 | 34,470,807 | 33,901,968 | 34,502,449 | 600,481 | 34,834,083 |
| Fund Balance | 6,543,134 | 5,319,396 | 4,660,092 | 4,153,251 | (506,841) | 4,086,701 |
| TOTAL SOURCES | 40,102,207 | 39,790,203 | 38,562,060 | 38,655,700 | 93,640 | 38,920,784 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 23,451,897 | 25,584,759 | 27,180,054 | 29,159,344 | 1,979,290 | 30,540,946 |
| Services and Supplies | 13,854,031 | 13,533,564 | 12,957,840 | 14,144,823 | 1,186,983 | 13,942,421 |
| Other Charges | 4,301,159 | 4,464,669 | 5,360,346 | 3,836,476 | (1,523,870) | 3,699,618 |
| Fixed Assets | 787,663 | 148,746 | 24,250 | 24,250 | | |
| Other Financing Uses | 74,834 | 178,877 | | | | |
| Gross Appropriations | 42,469,584 | 43,910,616 | 45,522,490 | 47,164,893 | 1,642,403 | 48,182,985 |
| Intrafund Transfers | (1,479,774) | (1,999,245) | (3,080,919) | (4,107,816) | (1,026,897) | (4,148,305) |
| Net Appropriations | 40,989,810 | 41,911,371 | 42,441,571 | 43,057,077 | 615,506 | 44,034,680 |
| Contingencies/Dept Reserves | 3,021,278 | 3,345,010 | 3,161,567 | 2,941,804 | (219,763) | 2,637,499 |
| TOTAL REQUIREMENTS | 44,011,088 | 45,256,381 | 45,603,138 | 45,998,881 | 395,743 | 46,672,179 |
| NET COUNTY COST | 3,908,881 | 5,466,177 | 7,041,078 | 7,343,181 | 302,103 | 7,751,395 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 233.0 | 236.0 | 233.0 | 232.0 | (1.0) | 232.0 |
| Funded FTE | 224.8 | 232.0 | 227.6 | 226.7 | (0.9) | 226.7 |

Community Health Administration (6210P)

Program Locator

- County
 - Healthy Community
 - Health System-Health Department
 - Community Health
 - ▷ **Community Health Administration**
 - Public Health
 - Chronic Disease and Injury Prevention
 - Environmental Health Services
 - Emergency Medical Services GF
 - Agricultural Commissioner / Sealer

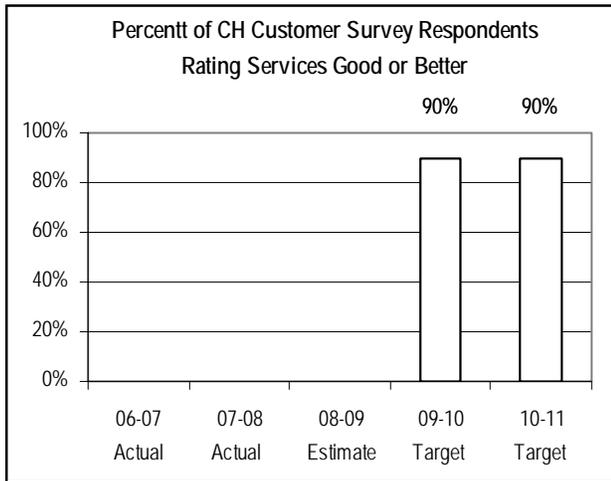
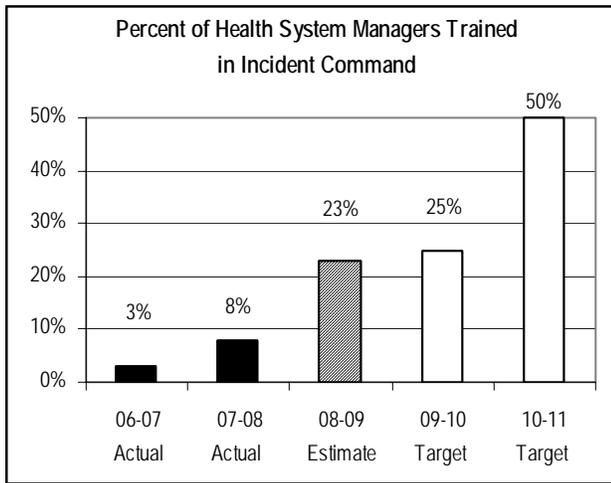
Program Outcome Statement

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 will be accomplished by providing general administrative support and aligning the mission and services of the population-based programs in the Division.

Services and Accomplishments

Community Health (CH) 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 CH Division's mission and ensuring that operations are both efficient and cost-effective.

Headline Measures



The functional units of CH 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:

- Merged Agriculture Commission / Sealer of Weights and Measures, Emergency Medical Services, Animal Control and Licensing, Environmental Health Services, and Public Health into a new Community Health (CH) Division of the Health System
- Convened a Light Brown Apple Moth Advisory Committee to guide staff in responding to community concerns around the proposed ground and aerial application of a pheromone to abate the pest
- Successfully trained over 200 employees in Incident Command System management
- Successfully negotiated a new ten year (5 year contract with a possible 5 year extension) emergency medical services contract with American Medical Response West
- Drilled and exercised over 1,100 community participants to date in various exercises contributing to community preparedness in the event of a disaster (e.g. mass vaccination and incident management)
- Established drop-off boxes at key locations around the county for used syringes and unwanted pharmaceuticals
- Completed a Communicable Disease Emergency Response Plan for the San Francisco Airport

Story Behind Performance

In July 2008, a new organizational structure for the County's health functions was considered and approved by the Board of Supervisors. This decision was a follow-up to an evolution of organizational decisions led by the Board of Supervisors, the County Manager, and leaders within the Health Department, San Mateo Medical Center, and the Health Plan of San Mateo.

The work across health functions and the reorganizational effort 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.

Community Health (CH) will continue to remain focused on how well the residents of our county view the services provided by the division. This indicator will offer an important data point when analyzing our ability to proactively provide essential public health services.

Concentrating on community preparedness, CH will ensure management throughout the Health System is trained in Incident Command System (ICS) to respond to the community's needs in times of disaster.

The new 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 CH 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 implement budget reductions while trying to build the new CH Division
- To implement strategic initiatives such as the Incident Command System training which takes time in an environment where managers are being asked to do more with less resources
- To implement a new electronic community morbidity reporting system
- To continue to develop a Chronic Disease and Injury Prevention program that interfaces with existing efforts in other programs

- To fill mission-critical positions in a timely fashion to support the delivery of services to CH customers
- To increase linguistic access to services for Limited English Proficient (LEP) clients and develop more culturally-appropriate community health services
- To continue staff training and monitoring of training with the Learning Management System (LMS)
- To manage the number of new and / or revised contracts as a result of new units becoming part the CH Division

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 event 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
- Continue to use the Cares Surveys as a tool to get feedback from our customers

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of service contacts | --- | --- | --- | 600,000 | 600,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of CH customer survey respondents rating services good or better | --- | --- | --- | 90% | 90% |
| Percent of Health System managers trained in Incident Command | 3% | 8% | 23% | 25% | 50% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of staff who are familiar or very familiar with mission and strategic initiatives | --- | --- | --- | 90% | 90% |
| Percent of staff who are satisfied or very satisfied with services they are providing to vulnerable populations | --- | --- | --- | 90% | 90% |

Community Health Administration (6210P)
Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 114.0 | 118.0 | 13.0 | 13.0 | | 13.0 |
| Funded FTE | 110.2 | 116.7 | 13.0 | 13.0 | | 13.0 |
| Total Requirements | 4,223,672 | 3,281,240 | 3,918,543 | 2,540,076 | (1,378,467) | 2,464,667 |
| Total Sources | 9,126,197 | 7,219,202 | 6,041,587 | 1,546,131 | (4,495,456) | 1,546,131 |
| Net County Cost | (4,902,525) | (3,937,961) | (2,123,044) | 993,945 | 3,116,989 | 918,536 |
| NCC Breakdown | | | | | | |
| State Grants Match | | | 22,500 | 40,000 | 17,500 | 40,000 |
| Realignment MOE | | | (2,145,544) | 953,945 | 3,099,489 | 878,536 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$993,945 or 39.1%, of which \$0 or 0% is discretionary. Mandated costs are Medi-Cal Administrative Activities match and Realignment Maintenance of Effort.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and reallocation of State Realignment revenue from Community Health Administration to the Tuberculosis Control, the Mobile Clinic, Sexually Transmitted Disease Control, and Communicable Disease programs within Public Health to more accurately align revenue with the programs it supports.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (4,275,693) | (1,023,820) | (134,884) | 0 | 3,116,989 | 0 |

2. Staffing Adjustments

One Senior Accountant has been transferred from Family Health Services (FHS), and one Financial Services Manager I and one Fiscal Office Specialist have been transferred to FHS to properly align assigned activities following the establishment of FHS as a separate division in the FY 2007-08 budget. One Accountant II has been transferred from Emergency Medical Services as part of the Health System reorganization and to consolidate Community Health accounting functions in one unit. Due to the elimination of associated reimbursements between Health System divisions, there is no increase in Net County Cost resulting from this adjustment.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (205,072) | 205,072 | 0 | 0 | 0 |

3. Reconciliation of Reserves

Fund Balance has been transferred to FHS to properly reconcile revenue following the establishment of FHS as a separate division. The decrease in revenue is fully offset by a decrease in Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (219,763) | 0 | 0 | (219,763) | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (4,495,456) | (1,228,892) | 70,188 | (219,763) | 3,116,989 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 and annualized negotiated labor increases and increases in retirement and retiree health contributions. Reserves have been reduced to meet operational needs. The negative Net County Cost in this Program is offset by positive Net County Cost in Public Health programs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 100,591 | 0 | (176,000) | (75,409) | 0 |

Public Health (6220P)

Program Locator

County
 Healthy Community
 Health System-Health Department
 Community Health
 Community Health Administration
 ▶ **Public Health**
 Chronic Disease and Injury Prevention
 Environmental Health Services
 Emergency Medical Services GF
 Agricultural Commissioner / Sealer

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.

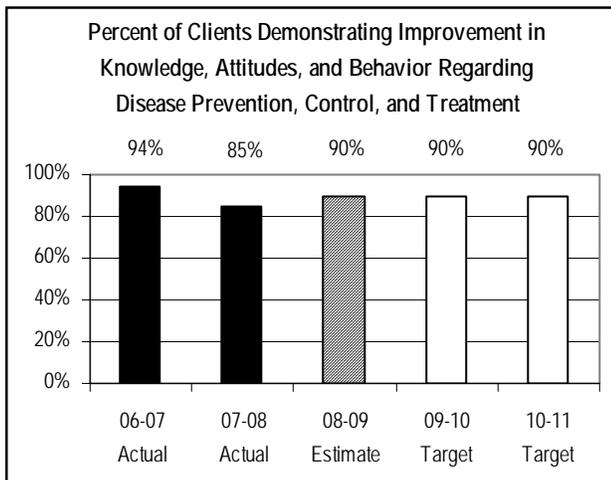
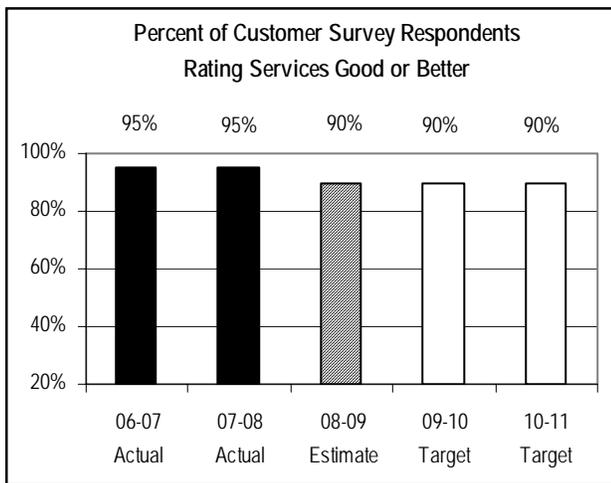
Services and Accomplishments

Public Health (PH) 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. PH manages programs that provide surveillance and multidisciplinary services to individuals and communities in San Mateo County, focusing on community groups and individuals affected by or vulnerable to communicable or chronic diseases or conditions. Programs include 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:

- In collaboration with state and federal Tuberculosis (TB) control authorities, provided medical care, case management and contact investigation for a case of extensively drug-resistant TB, which is a dangerous and difficult-to-treat form, with only 18 cases reported in California between 1993-2006
- Provided education and outreach to the healthcare community with the production and dissemination of an annual TB county report and continued distribution of STD / HIV and CD quarterly reports to San Mateo County providers, partners, and stakeholders
- Reviewed and redesigned website to improve online access to public health information
- Expanded scope of Viral Hepatitis program to include enhanced Hepatitis B and C surveillance, as well as Perinatal Hepatitis B surveillance, outreach, education, and case management
- Continued cross-training of non-PH staff to assist with large and complex communicable disease investigations
- Reviewed and updated Communicable Disease Control Manual
- Started distributing countywide weekly influenza surveillance reports to healthcare providers, public health partners, and stakeholders, which includes updates on seasonal, avian, and pandemic influenza
- Improved Mass Prophylaxis / Cities Readiness Initiative bioterrorism response plan to achieve the second highest assessment score in the Bay Area
- Collaborated with San Francisco International Airport to develop a Communicable Diseases Response Plan and Quarantine Plan

Headline Measures



- Expanded infectious disease (ID) medical services within the Edison Clinic
- Expanded partner counseling and referral services (PCRS) for persons living with HIV disease
- Expanded molecular testing in the Public Health Laboratory to include Quantiferon, viral hepatitis, and Clostridium difficile toxin
- Began discussions on the Animal Control Field Services Facility

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.

Public Health programs will continue to enhance their disaster response capabilities through ongoing staff trainings and exercises.

Entering the fourth year following a FY 2005-06 reorganization involving increased medical management and oversight, the focus will continue to be on developing more efficient data collection systems.

An important indicator of service efficiency and quality is customer satisfaction, which was rated at 95% in the most recent survey. In addition, 95% of FY 2007-08 survey respondents rated response times as good or better. Another important indicator is the measurement of how customers view the effects of services upon their lives. As shown in the graph, in FY 2007-08, 85% or more of clients reported that their knowledge, attitude, and behavior (KAB) has changed or will change as a result of PH services received.

Major challenges over the next two years:

- To maintain the ability to proactively provide the essential public health services given the current economic and budget climate
- To provide adequate CD, TB, STD / HIV control and prevention services within San Mateo County with reduced state funding, infrastructure, and resources
- To continue planning, preparation, and training for potential communicable disease outbreaks such as pandemic influenza, seasonal influenza, norovirus, pertussis, and agents of bioterrorism
- To adequately respond to communicable disease outbreaks in the community, particularly among medically indigent populations
- To provide ongoing planning and staff training for all PH emergency preparedness efforts and effective responses to newly identified pathogens
- To adopt and transition to web-based Confidential Morbidity Report system, and to maintain and improve computerized datasets for disease control efforts, analysis, and reporting

- To ensure the reorganization effort continues to result in programs that perform as designed, reach stated goals, and meet client needs
- To coordinate and facilitate adoption of a public health approach in the Health System functions aimed at promoting healthy populations
- To secure funding for the construction of a new Public Health Laboratory
- To continue negotiations for a replacement of the existing Animal Control Field Services facility

Program Objectives

PH will meet performance targets by doing the following:

Maintain a 90% Rating of Clients Demonstrating Improvement in KAB Regarding DCP Programs

- Continue refining KAB survey instrument
- Distribute the survey to appropriate client / contact populations for completion twice a year
- Analyze results by unit to determine the need for program changes or improvements

Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Distribute Cares surveys to clients contacted by PH 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 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 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 and other communicable diseases
- Develop agreements with the business community, community based organizations, schools, and cities to identify priority deliveries of essential services and items such as foods, fuel, and pharmaceuticals
- Conduct additional exercises to sustain the preparedness of the community

-
- Continue to state the public message of how to stay healthy, care for individuals at home during an influenza pandemic, and sustain continuity of care for individuals who usually receive care at facilities
 - Continue collaborating with San Francisco Airport, fire, and law enforcement for public health emergency planning
 - Communicate often with the public on the pandemic influenza alert levels in the state and county

Improve Efficiency and Use of Services by June 2010

- Implement the state's new web data collection system, a web-based Confidential Morbidity Report (CMR) by December 2009
- Complete implementation of AIDS Regional Information and Evaluation System (ARIES) database by June 2010

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of clients served by selected programs: | | | | | |
| - AIDS Program Clinical Services | 540 | 553 | 550 | 550 | 550 |
| - Mobile Clinic Clinical Services | 4,103 | 4,776 | 3,600 | 3,600 | 3,600 |
| - STD Control | 1,954 | 2,159 | 2,500 | 1,800 | 1,800 |
| - TB Control | 1,085 | 588 | 800 | 800 | 800 |
| - Vital Statistics (births and deaths) ⁽¹⁾ | --- | --- | 40,000 | 40,000 | 40,000 |
| Number of Laboratory Tests | 59,823 | 47,858 | 45,000 | 50,000 | 50,000 |
| Number of CD Outbreaks ⁽²⁾ | 62 | 24 | 30 | 30 | 30 |
| Number of first responders and citizens participating in Public Health bioterrorism, pandemic flu, and / or biological agents emergency preparedness exercises ⁽³⁾ | --- | 4,047 | 2,000 | 2,000 | 2,000 |
| Number of animal licenses issued | 16,118 | 27,221 | 29,950 | 32,950 | 34,597 |
| Number of service contacts | 273,121 | 273,575 | 283,000 | 283,000 | 284,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating services good or better | 95% | 95% | 90% | 90% | 90% |
| Percent of customer survey respondents rating response time good or better | 97% | 94% | 90% | 90% | 90% |
| Percentage of Public Health Laboratory proficiency tests rated good / acceptable ⁽²⁾ | --- | --- | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of Public Health HIV patients receiving anti-retroviral drugs who have a nondetectable viral load | 75% | 63% | 75% | 75% | 75% |
| Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control, and treatment | 94% | 85% | 90% | 90% | 90% |

⁽¹⁾ Methodology changed in FY 2008-09 to more accurately reflect the number of clients served.

⁽²⁾ Reflects an unusually high number of Norovirus outbreaks (40) during FY 2006-07.

⁽³⁾ This performance measure was added in FY 2008-09.

Public Health (6220P)
Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 4.0 | | 100.0 | 100.0 | | 100.0 |
| Funded FTE | 4.0 | | 96.6 | 96.7 | 0.1 | 96.7 |
| Total Requirements | 20,710,323 | 20,948,609 | 20,440,868 | 22,242,786 | 1,801,918 | 22,605,907 |
| Total Sources | 13,416,067 | 14,083,938 | 13,824,303 | 18,438,308 | 4,614,005 | 18,472,650 |
| Net County Cost | 7,294,257 | 6,864,671 | 6,616,565 | 3,804,478 | (2,812,087) | 4,133,257 |
| NCC Breakdown | | | | | | |
| State Grants Match | | | 95,167 | 58,535 | (36,632) | 58,535 |
| Animal Control JPA | | | 293,596 | 300,695 | 7,099 | 300,695 |
| Mandated Services | | | 3,428,135 | 1,903,295 | (1,524,840) | 1,917,694 |
| Non-Mandated Services | | | 2,799,667 | 1,541,953 | (1,257,714) | 1,856,333 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,804,478 or 17.1%, of which \$1,541,953 or 40.5% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Edison Clinic, Mobile Clinic, STD Clinic, Prenatal Hepatitis B Program and the UC Co-operative Extension.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and reallocation of State Realignment revenue from Community Health Administration to Tuberculosis Control, the Mobile Clinic, Sexually Transmitted Disease Control, and Communicable Disease programs within Public Health (PH) to more accurately align revenue with the program it supports; and increases in revenue from the Vital Statistics Trust Fund, funding transfers from various PH programs for PH Laboratory services offset by increase in expenditures, and funding transfers between PH programs to more accurately align revenue and expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 4,614,005 | 2,678,731 | (876,813) | 0 | (2,812,087) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; increases in retirement and retiree health contributions; reductions in extra-help and overtime costs; and increases in funding transfers between PH programs to more accurately align revenue and expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 34,342 | 403,610 | (40,489) | 0 | 328,779 | 0 |

Chronic Disease and Injury Prevention (6230P)

Program Locator

County
 Healthy Community
 Health System-Health Department
 Community Health
 Community Health Administration
 Public Health
 ▶ **Chronic Disease and Injury Prevention**
 Environmental Health Services
 Emergency Medical Services GF
 Agricultural Commissioner / Sealer

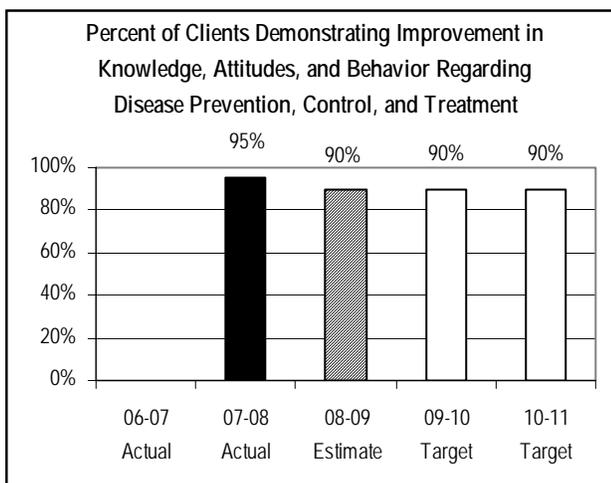
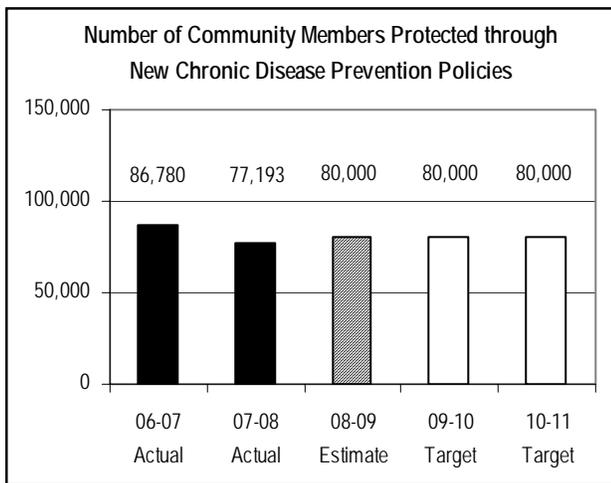
Program Outcome Statement

Chronic Disease and Injury Prevention conducts community health promotion efforts to prevent chronic disease and injuries in an effort to protect the health and well-being of San Mateo County residents.

Services and Accomplishments

Chronic Disease and Injury Prevention (CDIP) contributes to the Shared Vision of a Healthy Community by 2025 by providing them with access to preventive health education and helping vulnerable populations achieve a better quality of life within the community. CDIP focuses on communities that are affected by or vulnerable to chronic conditions and injuries. CDIP manages the Tobacco Prevention Program (TPP), the Chronic Disease Prevention Program, and Injury Prevention.

Headline Measures



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 Health Policy and Planning and CDIP leadership to maximize the time spent with community partners.

During FY 2007-08, 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:

- Through advocacy from members of the Tobacco Education Coalition, provided technical assistance to the City of Belmont in their community education transition to smoke-free multi-unit housing facilities
- Through advocacy from members of the Tobacco Education Coalition, provided information and technical assistance to ten jurisdictions implementing new or improved tobacco retail license ordinances in order to limit youth access to tobacco products
- Actively participated in a regional effort to develop and implement an internal assessment tool for use by health departments in addressing health disparities
- Discussed a chronic disease position paper with Health System divisions including the San Mateo Medical Center and the Health Plan of San Mateo to detail opportunities to integrate chronic disease prevention activities into existing programs
- Coordinated activities for Public Health Week 2009 in collaboration with Community Health Action Team
- Supported community capacity building opportunities through provision of workshops on community assessments, enforcement of youth access to tobacco laws, and program evaluation

- Recognized the contributions of tobacco prevention advocates through a community appreciation ceremony and the efforts of two local youth advocates chosen as recipients of a statewide award for their advocacy efforts

Story Behind Performance

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. Tobacco use accounts for about 20% of all deaths in San Mateo County and is the most preventable cause of death and disease in the county. The TPP works with the Tobacco Education Coalition to minimize the impact of tobacco use through the development, support, and implementation of policies that protect community members from the hazards of tobacco. The major focus of the TPP's work will continue to focus on limiting youth access to tobacco, establishing smoke-free events and venues, reducing youth exposure to pro-tobacco messages in film, and building community capacity to conduct tobacco prevention efforts.

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). Headline Measure 1 indicates the success of CDIP programs and policies in reducing tobacco usage and improving nutrition and physical activity outcomes for the community, including: (1) implementing community norm change through the TPP leading to significant decreases in deaths due to heart disease, cancer, and other tobacco related diseases; (2) reduction of intentional and unintentional injury rates; (3) decrease in avoidable hospitalizations due to chronic diseases; and (4) elimination of the disparities in late stage cancer diagnoses.

Headline Measure 2 reflects the impact of six surveys that measure how participants view the effects of CDIP services upon their lives towards preventing chronic diseases and engaging in healthy behaviors. As shown in the graph, 90% of clients reported that their KAB has changed or will change as a result of services received.

Major challenges over the next two years will be:

- To implement a comprehensive CDIP program within resource limitations
- To integrate injury and violence prevention into CDIP and other health promotion efforts within the Health System
- To develop meaningful and achievable community health outcome measures, incorporating input from multi-sectoral partners, for both the short and long term
- To sustain community partner interest and commitment in addressing underlying factors influencing the risk of chronic disease

Program Objectives

Chronic Disease and Injury Prevention will meet performance targets by doing the following:

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

- Review the Public Health KAB survey instrument to assess its appropriateness for CDIP
- Develop new survey instruments as needed
- Distribute surveys to appropriate client / contact populations
- Analyze survey results by program to determine need for improvements or adjustments

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Distribute the Cares survey to all clients contacted by CDIP staff
- Analyze survey results by program to determine need for improvements or adjustments
- Conduct staff development activities to ensure effectiveness in program delivery

Achieve Three-Year Outcomes Developed by the Community for the Tobacco Prevention Program by June 2010

- Implement tobacco retailer permit policies in at least two communities in San Mateo County
- Implement tobacco control policies designating partial or complete smoke-free zones in at least three community venues / events in San Mateo County

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of new tobacco prevention or chronic disease prevention related policies that have been implemented | 4 | 4 | 4 | 2 | 2 |
| Number of educational presentations | --- | 193 | 120 | 90 | 90 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating services good or better | --- | 100% | 90% | 90% | 90% |
| Percent of customer survey respondents indicating they are better off because of the services they received | --- | 93% | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of community members protected through new chronic disease prevention policies | 86,780 | 77,193 | 80,000 | 80,000 | 80,000 |
| Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control, and treatment | --- | 95% | 90% | 90% | 90% |

Chronic Disease and Injury Prevention (6230P)
Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 2.0 | 4.0 | 5.0 | 5.0 | | 5.0 |
| Funded FTE | 2.0 | 4.0 | 5.0 | 5.0 | | 5.0 |
| Total Requirements | 560,562 | 986,126 | 856,942 | 1,001,131 | 144,189 | 1,001,131 |
| Total Sources | 534,732 | 778,873 | 594,781 | 915,781 | 321,000 | 915,781 |
| Net County Cost | 25,830 | 207,252 | 262,161 | 85,350 | (176,811) | 85,350 |
| NCC Breakdown | | | | | | |
| State Grants Match | | | 20,000 | 10,500 | (9,500) | 10,500 |
| Non-Mandated Services | | | 242,161 | 74,850 | (167,311) | 74,850 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$85,350 or 8.5%, of which \$5,350 or 6.3% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include community health promotion efforts to prevent chronic disease and injuries.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increase in Tobacco Settlement funding; and increase in contract expenditures; and increases in funding transfers between Health System programs to more accurately align revenue and expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 321,000 | 258,307 | (114,118) | 0 | (176,811) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; increases in retirement and retiree health contributions and reductions in contracts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 32,181 | 0 | 0 | 32,181 | 0 |
| 0 | (32,181) | 0 | 0 | (32,181) | 0 |

Environmental Health Services (5900P)

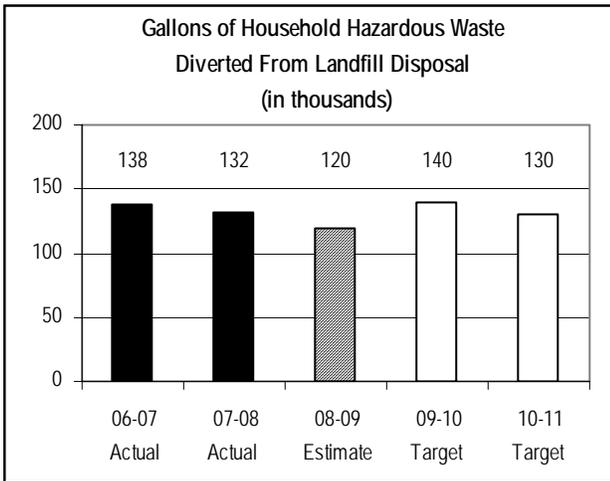
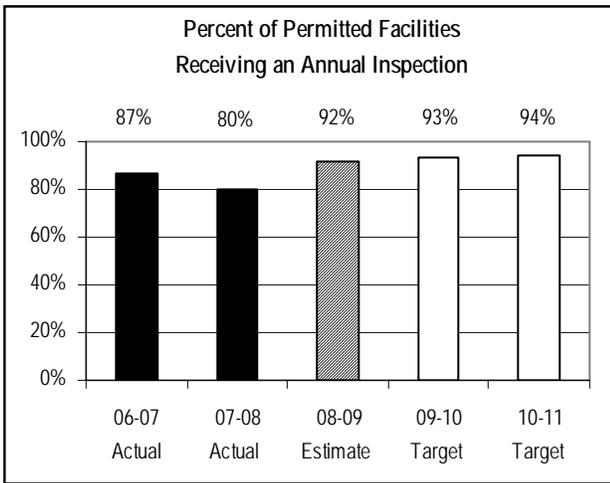
Program Locator

County
 Healthy Community
 Health System-Health Department
 Community Health
 Community Health Administration
 Public Health
 Chronic Disease and Injury Prevention
 ► **Environmental Health Services**
 Emergency Medical Services GF
 Agricultural Commissioner / Sealer

Program Outcome Statement

Environmental Health Services provides regulatory oversight, enforcement, hazardous materials emergency response, collection and disposal options, and educational services for businesses, public agencies, and residents of San Mateo County in order to protect public health and the environment against hazardous chemicals and environmental pollution, food borne illnesses, substandard housing, disease transmitting organisms, and communicable disease from water contamination, solid waste, and sewage disposal.

Headline Measures



Services and Accomplishments

Environmental Health Services (EHS) contributes to the Shared Vision of a Healthy Community by 2025 by providing regulatory oversight through inspection, education and outreach, enforcement, hazardous materials emergency response, permit issuance, and information and advisory services. EHS manages programs that provide services to businesses, public agencies, and residents of San Mateo County. Programs include Retail Food Inspection, Housing and Vector Control, Hazardous Waste, and Water / Land Use. These programs ensure that the public has access to safe food and water, that all wastes are properly disposed of in a safe manner, and that vectors which may carry disease are monitored and controlled.

The following are major accomplishments in the current year:

- Implemented changes to the California Food Code and retail food inspections
- Expanded sharps (needle) collection locations to include Kaiser, Mills-Peninsula, and Seton hospitals and two additional fire departments
- Relocated offices from County Center to 2000 Alameda de las Pulgas
- Worked closely with California State Water Board and Department of Public Health to reinstate funding to support beach water quality sampling
- Coordinated the California Coastal Cleanup effort
- Supported the Resource Conservation District on several water quality studies and grants
- Held several hearings and suspended tobacco retailer licenses of businesses found to have sold tobacco to minors
- Implemented a new online appointment system for the Household Hazardous Waste (HHW) program
- Coordinated six weapons of mass destruction exercises throughout the county
- Partnered with Pacific Gas and Electric to promote Retail Fluorescent Lighting Take Back Program
- Hosted the 2008 Certified Unified Program Agency (CUPA) Training Conference, providing 80 technical sessions for 1,200 attendees from across California

Story Behind Baseline Performance

Regulation and inspection of businesses remain the top priority for Environmental Health Services (EHS), with inspection frequency varying among programs from a minimum of one inspection per year to one inspection every four years. A valuable measure of how well inspection objectives are being achieved is the percentage of permitted facilities in the County being inspected on an annualized basis. The inspection rate achieved for FY 2007-08 was 80%. The growth of regulations, additional state mandates, staff vacancies, and data management needs have hindered the ability to complete all annualized inspection requirements. However, firm commitment to standardization of inspection protocols in all programs, plus an experienced and dedicated staff, have helped to meet and often exceed the target in individual programs.

The success at diverting household hazardous waste from landfill disposal demonstrates commitment to protecting public health and the environment against hazardous chemicals and environmental pollution. The Household Hazardous Waste (HHW) program is committed to increasing convenient disposal options for the public, with 131,554 gallons of hazardous waste diverted in FY 2007-08. 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. However, until the trend begins to reverse, the program will continue to see an increase of disposal costs. 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. Simultaneously, 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.

Environmental Health Services continues to develop and implement a Field Inspection System (FIS) that allows capturing of field inspection information electronically. It is expected that this system will improve program efficiency and data collection and reporting techniques.

Major challenges over the next two years:

- To maintain staffing and service levels in programs not directly funded by permit fees, such as Groundwater Protection, Vector Control, Solid Waste, HHW, Cross Connections, and Small Water Systems
- To ensure an adequate degree of control required to maintain geologic and engineering decisions made by others within the Local Oversight Program, given potentially stricter definitions of responsible charge by Geology and Engineering Boards
- To manage the increasing amount of universal waste entering the HHW and Retailer Take Back programs

- To maintain a proactive land use program within the limitations of an unstable funding base and pending statewide regulations (Assembly Bill 885)
- To maintain an effective natural recreation waters sampling program, given declining volunteer assistance and reductions in already-limited state funding
- To continue to actively participate and affect changes in manufacturing, management, and disposal of household products / waste through the Product Stewardship Council and state-wide Producer Responsibility initiatives, with limited and tenuous funding
- To continue increasing participation in the Very Small Quantity Generator program, which provides small businesses a cost effective program for hazardous waste disposal
- To continue encouraging and incorporating scanned and electronic files into EHS workflows
- To contribute the expertise and lessons learned from EHS programs and services to the Cool Counties Initiative

Program Objectives

EHS 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
- Actively pursue product stewardship issues with state, local and industry partners through participation with the California Product Stewardship Council

Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Evaluate and respond to each survey
- Establish sufficient office coverage to ensure timely response to public calls and visits
- Continue to evaluate the EHS website to ensure accurate and useful information is readily available to both businesses and the public

Respond to 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

- Partner with the federal Food and Drug Administration to identify program standards
- Work with all food inspection staff to begin implementation

Re-Evaluate Programs and Identify Activities Which Can Be Assigned to Non-Technical Staff

- Develop a template for supervisors' use in re-evaluation of programs
- Train all supervisors in data access and database tools

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of permitted facilities regulated | 17,763 | 17,935 | 18,784 | 17,800 | 18,500 |
| Number of emergency response calls | 24 | 24 | 35 | 30 | 30 |
| Number of complaints received | 2,120 | 1,748 | 1,600 | 1,800 | 1,800 |
| Number of households served by Household Hazardous Waste Program | 12,956 | 11,333 | 35,000 | 13,000 | 25,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of permitted facilities receiving an annual inspection | 87% | 80% | 92% | 93% | 94% |
| Percent of complaints responded to within the required time period | 86% | 71% | 92% | 93% | 93% |
| Percent of customers rating services good or better | 84% | 77% | 85% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Gallons of household hazardous waste diverted from landfill disposal | 137,630 | 131,554 | 120,000 | 140,000 | 130,000 |
| Percent of total days that ocean beaches were open for use | 98% | 99% | 98% | 98% | 98% |

Environmental Health Services (5900P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 76.0 | 77.0 | 77.0 | 77.0 | | 77.0 |
| Funded FTE | 75.5 | 76.6 | 76.7 | 76.6 | (0.1) | 76.6 |
| Total Requirements | 13,665,051 | 14,584,573 | 14,435,729 | 14,787,379 | 351,650 | 15,118,479 |
| Total Sources | 12,965,918 | 13,028,594 | 13,380,873 | 13,588,169 | 207,296 | 13,841,049 |
| Net County Cost | 699,133 | 1,555,979 | 1,054,856 | 1,199,210 | 144,354 | 1,277,430 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 1,054,856 | 1,174,210 | 119,354 | 1,252,430 |
| Non-Mandated Services | | | | 25,000 | 25,000 | 25,000 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,199,210 or 8.1% of which \$1,199,210 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 Household Hazardous Waste and Pharmaceutical Waste Programs.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); reductions in contract expenditures; a decrease in the amount billable to the Lead Grant in Family Health's budget and an increase in revenue from inspection and permit fees offset by a decrease in Solid Waste Funds.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 207,296 | 325,219 | 1,431 | 0 | 119,354 | 0 |

2. Pharmaceutical Disposal Program

On January 1, 2009, the Pharmaceutical Disposal Program was transferred from the County Management Memberships and Contributions budget to Environmental Health. The program consists of a contract for the pickup and proper disposal of unused pharmaceuticals dropped off at the Sheriff's Office and various other locations in the County. This program is funded by an increase in Net County Cost.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 25,000 | 0 | 0 | 25,000 | 0 |

3. Position Conversion

An unclassified Hazardous Materials Specialist III-U position is converted to classified. The conversion is necessary to meet the requirements of Measure D. The position provides Pollution Prevention Outreach and Education funded through an ongoing agreement with the City / County Association of Governments (C/CAG).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (128,925) | (128,925) | 0 | 0 | 0 | (1) |
| 128,925 | 128,925 | 0 | 0 | 0 | 1 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 207,296 | 350,219 | 1,431 | 0 | 144,354 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; increases in retirement and retiree health contributions; elimination of one-time projects and equipment and an increase in revenue from inspection and permit fees. Reserves have been reduced to meet operational needs and continue countywide efforts towards product stewardship (Extended Producer Responsibility).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 252,880 | 437,842 | 0 | (106,742) | 78,220 | 0 |

Emergency Medical Services GF (5600P)

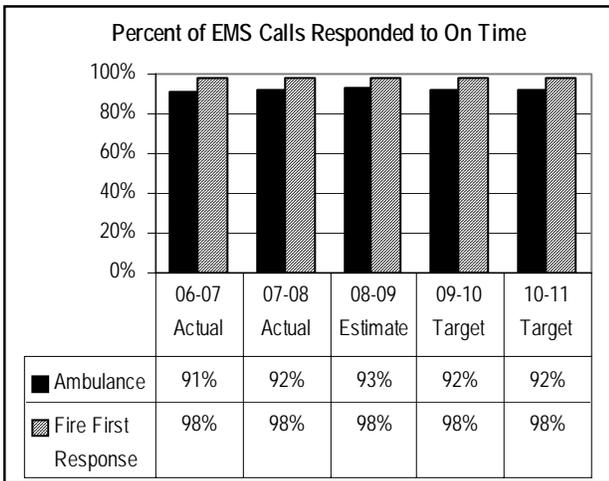
Program Locator

- County
 - Healthy Community
 - Health System-Health Department
 - Community Health
 - Community Health Administration
 - Public Health
 - Chronic Disease and Injury Prevention
 - Environmental Health Services
 - ▶ **Emergency Medical Services GF**
 - Agricultural Commissioner / Sealer

Services and Accomplishments

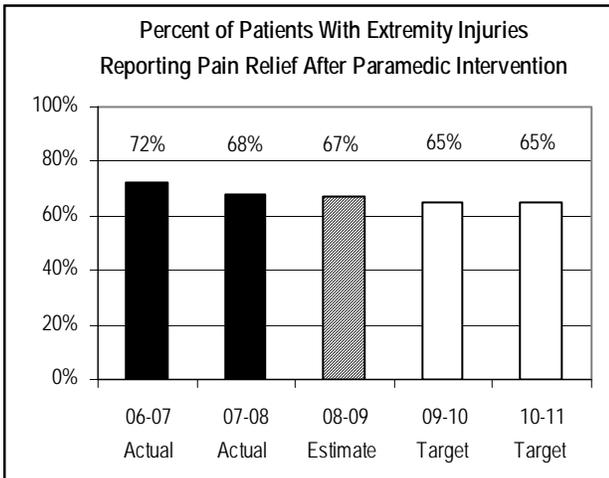
Emergency Medical Services (EMS) contributes to the Shared Vision of a Healthy Community by 2025 by providing oversight and coordination of the countywide emergency medical services system, a nationally recognized program featuring a private / public partnership between an ambulance provider and a Joint 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, and interfaces with hospital emergency departments, trauma centers, and pediatric critical care centers. EMS is also responsible for medical / health disaster activities in cooperation with the Sheriff's Office of Emergency Services (OES). Dispatch and communication functions are consolidated in Public Safety Communications within Community Services. EMS is currently funded by ambulance contractor fees, transfers from the EMS Trust Fund established under SB 12, and interfund transfers from other divisions of the Health Department.

Headline Measures



The following are major accomplishments in the current year:

- Selected a contractor for countywide emergency ambulance service through Request for Proposals (RFP) process, and negotiated resulting ten-year contract (5 year contract with a possible 5 year extension)
- Responded to approximately 1,000 calls through the San Mateo County Mental Health Assessment and Referral Team (SMART), which responds to law enforcement requests for persons having behavioral emergencies
- Continued partnership with local hospitals, skilled nursing facilities, and clinics to develop plans for expanding staffing and bed capacity in disaster preparedness
- Updated EMS website to include updated and revised versions of EMS policies and procedures as a tool for uniform and seamless communications with partner agencies and providers



Story Behind Performance

Emergency medical services are monitored in terms of response times required of the ambulance contractor, which responds to more than 40,000 9-1-1 calls per year. These response times are contractually specified, with an on-time rate for the past several years of 98% or better for paramedic first response and 90% or better for ambulance response, as shown in Headline Measure 1.

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. These data are obtained by query to the pre-hospital patient care record database. Therefore, data accuracy is dependent on complete and accurate documentation by the paramedic. The

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.

percentage has stayed relatively stable over the past few years, and the goal for future years is a minimum of 65%.

Working with the emergency ambulance contractor, Emergency Medical Services (EMS) has developed and implemented an integrated data collection system. The Contractor's ambulances and all but one fire service agency are now using this system for patient medical records. This database of prehospital patient records is very useful in evaluating EMS system performance and for system planning.

The current contract with the emergency ambulance contractor ends on June 30, 2009. A Request for Proposals for emergency ambulance services was developed and released in the spring of 2008. Following negotiations with the selected contractor, a contract was brought to the Board of Supervisors for approval in March 2009, for a contract start date of July 1, 2009.

Major challenges over the next two years will be:

- To improve data collection, data sharing, and reporting, particularly with receiving hospitals
- To explore the possibility of mobile data collection for ease of data collection and quicker transfer of patient data to hospitals
- To expand community education programs to promote community disaster preparedness and illness and injury prevention
- To increase the disaster preparedness of hospitals and emergency medical services providers to build community capacity to respond to a disaster
- 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 system Program Objectives

Program Objectives

Emergency Medical Services will meet performance targets by doing the following:

Achieve a Rating of 65% of Patients With Extremity Injuries Reporting Pain Relief After Paramedic Intervention

- Ensure accurate and complete paramedic documentation in accordance with protocols
- Continue to measure paramedic compliance with standards
- Provide additional training and feedback to paramedics to improve compliance

Maintain On-Time Response for at Least 92% of Ambulance Calls and 98% of First Fire Response Calls

- Continue to use the EMS data system to evaluate skills and treatments and develop reports to improve patient care and system performance

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to use a Quality Leadership Council, consisting of representatives of the 9-1-1 ambulance and fire service first-response agencies, to identify areas needing assessment and implement the subsequent quality improvement processes

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of educational opportunities offered to EMS personnel | 547 | 670 | 650 | 650 | 650 |
| Number of SMART calls responded to | 951 | 945 | 950 | 950 | 950 |
| Number of 9-1-1 calls for medical response | 38,818 | 47,609 | 47,000 | 47,000 | 48,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of EMS calls responded to on time: | | | | | |
| - Ambulance | 91% | 92% | 93% | 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 ⁽¹⁾ | 98% | --- | 98% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of patients with extremity injuries reporting pain relief after paramedic intervention | 72.2% | 68.0% | 67.0% | 65.0% | 65.0% |

⁽¹⁾ No survey in FY 2007-08.

Emergency Medical Services GF (5600P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 6.0 | 6.0 | 6.0 | 5.0 | (1.0) | 5.0 |
| Funded FTE | 6.0 | 6.0 | 6.0 | 5.0 | (1.0) | 5.0 |
| Total Requirements | 1,367,425 | 1,394,390 | 1,491,937 | 1,065,579 | (426,358) | 1,109,991 |
| Total Sources | 1,375,720 | 1,386,095 | 1,491,937 | 1,065,579 | (426,358) | 1,109,991 |
| Net County Cost | (8,295) | 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); reductions in contract revenue and expenditure; and increases in funding transfers from various Health System divisions to fund the AMR SMART contract and from the Carseat / Bicycle Helmet Trust Fund to fund part of one position.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (426,358) | (228,800) | (197,558) | 0 | 0 | 0 |

2. Staffing Adjustments

One Administrative Secretary II position has been transferred to Health Administration as part of the Health System reorganization and to consolidate administrative functions in one unit. Due to the position transfer, there is no longer a need for reimbursement.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (89,973) | 89,973 | 0 | 0 | (1) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (426,358) | (318,773) | (107,585) | 0 | 0 | (1) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; and an increase in revenue from court fines.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 44,412 | 44,412 | 0 | 0 | 0 | 0 |

Agricultural Commissioner / Sealer (6500P)

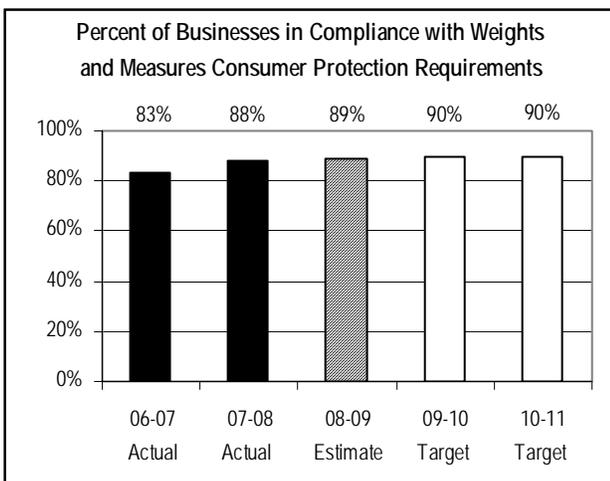
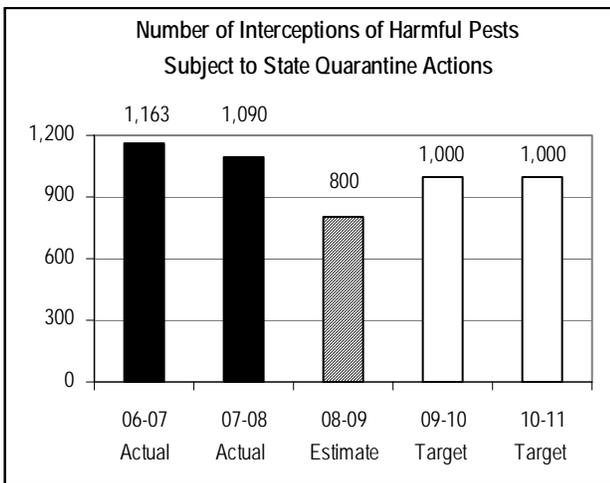
Program Locator

- County
 - Healthy Community
 - Health System-Health Department
 - Community Health
 - Community Health Administration
 - Public Health
 - Chronic Disease and Injury Prevention
 - Environmental Health Services
 - Emergency Medical Services GF
- ▶ **Agricultural Commissioner / Sealer**

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.

Headline Measures



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 providing a variety of agricultural and weights / measures regulatory inspection services performed under direction of the California Department of Food and Agriculture (CDFA) and the California Department of Pesticide Regulation (CDPR). State mandates and contract workplans establish program priorities and determine the annual allocation of staff resources for pest exclusion inspections at the San Francisco International Airport (SFO), truck shipments to nurseries, and countywide pest detection insect trapping. Program Biologists also perform inspections to certify agricultural commodities for export to 30 other states and foreign countries. Pesticide Regulation activities focus on worker safety, protection of endangered species, monitoring of pesticide applications at sensitive sites, water quality / watershed protection issues, and continuing education programs for growers.

Regulatory activities that foster consumer protection include daily inspections at the Golden Gate Produce Terminal in South San Francisco to ensure the sale of high quality fruits and vegetables and compliance with container labeling requirements, inspections at wholesale nurseries to ensure that nursery stock meets state standards for pest cleanliness, and inspections at certified farmers' markets to verify that vendors are "certified" farmers selling only agricultural products produced on their own farms. In the weights and measures programs, businesses are inspected to check the accuracy of various types of commercial scales and meters such as gasoline pumps. Audits are performed at retail establishments to verify the accuracy of price scanner systems. 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) program allowed the Program to expand scheduled agricultural inspections at SFO from five to seven days per week
- Established a regular schedule of agricultural inspections at Federal Express, using regional canine inspection teams
- Continued to provide information and assistance to agricultural operations and county residents on Light Brown Apple Moth (LBAM) quarantine requirements
- Implemented on-line pesticide use reporting for pesticide users
- Initiated use of Geographic Information System (GIS) for the pesticide regulatory program
- Ensured successful completion of Weed Management Area projects for non-native grasslands, St. John's wort, and pampas grass
- Constructed vapor sub-meter testing facility in the Redwood City office for more efficient use of personnel time
- Installed a water recirculating tank at water sub-meter testing facility to conserve water
- Successfully rolled-out "San Mateo County As Fresh As It Gets" marketing logo

Story Behind Baseline Performance

The HRPE program returned to a daily inspection schedule at SFO, improving services to the agricultural industry by eliminating the need for weekend air freight shipments to be held at destination for inspection on Monday. With the additional time expended on pest prevention inspections, the percentage of shipments issued rejection notices for state quarantine regulation violations, as well as the number of interceptions of harmful pests, is expected to increase. 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 threatens 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 U.S. Department of Agriculture (USDA) to delimit the LBAM infestation in county and prevent its spread by deploying insect traps and performing inspections of nursery stock and agricultural fields.

Agricultural pesticide users and pest control businesses are required to submit reports of pesticide use and to obtain an annual permit to use certain restricted pesticides. A new state-funded Restricted Material Management System (RMMS) computer database was used to issue Restricted Material Permits for 2009 and to initiate on-line pesticide use reporting. Completion of a GIS project, which was postponed from FY 2007-08, will allow staff to map identified

pesticide use sites to track pesticide use relative to sensitive sites, endangered species, salmonid streams, and other emerging regulatory and environmental protection issues. Staff time was redirected from pesticide inspections in order to roll-out the database and GIS upgrades. Pesticide program staff received training in the use of the new Automated Inspection Report System (AIRS) that improves efficiency by generating pesticide inspection forms electronically 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 employee respiratory protection requirements.

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 are 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 96% of survey respondents rating services as good or better in FY 2007-08.

Major challenges over the next two years will be:

- To address continuing impacts to industry and staff resources from the LBAM infestation
- To respond to potential negative impacts on services caused by uncertain state funding
- To facilitate industry use of USDA on-line phytosanitary certification system for shipments prior to export
- To secure additional grant funding for County Weed Management Area projects
- 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

- Fully implement use of AIRS electronic pesticide inspection forms and database

-
- Increase number of businesses that submit pesticide use data on-line
 - Expand use of GIS including arranging for staff training
 - Provide 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 1,000 Harmful Pests Subject to State Quarantine Actions

- Explore ways to augment inspection staff at SFO on days with the highest volume of agricultural shipments
- Establish a regular inspection schedule at all Federal Express facilities
- Increase number of staff trained and certified by USDA to provide phytosanitary inspection services including use of on-line certification system
- Evaluate website for possible further expansion of information on pest detection program, LBAM, SOD, Glassy-winged Sharpshooter / Pierce's Disease, and invasive weeds

Ensure that 90% of Businesses are in Compliance with Weights and Measures Consumer Protection Requirements

- Evaluate new price scanner electronic inspection equipment to increase efficiency
- Increase annual registration fees in order to maintain current inspection frequencies
- Continue to expand cross training of Biologist / Standards Specialists in price scanner inspections, small scale and petroleum inspections, water meter testing procedures, and other device inspections to promote more efficient use of employee time across all programs

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of pesticide inspections (including applications monitored, field worker inspections, training and business record audits) | 603 | 591 | 640 | 640 | 640 |
| Number of agricultural plant product shipments inspected | 18,239 | 15,745 | 19,000 | 19,000 | 19,000 |
| Number of business locations inspected for accuracy of weighing and measuring devices or for price scanner audits | 2,793 | 2,871 | 2,600 | 2,600 | 2,600 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of agricultural plant product shipments rejected for violations of quarantine regulations | 5% | 6% | 4% | 5% | 5% |
| Percent of business locations inspected for weights and measures requirements versus annual goals | 100% | 100% | 97% | 98% | 98% |
| Percent of stakeholder survey respondents rating services good or better | 98% | 96% | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of agricultural and pest control businesses in compliance with all pesticide regulatory requirements | 542 / 97% | 485 / 97% | 490 / 98% | 490 / 98% | 490 / 98% |
| Number of interceptions of harmful pests subject to State quarantine actions | 1,163 | 1,090 | 800 | 1,000 | 1,000 |
| Number and percent of businesses in compliance with weights and measures consumer protection requirements | 1,410 / 83% | 1,607 / 88% | 1,615 / 89% | 1,640 / 90% | 1,640 / 90% |

Agricultural Commissioner / Sealer (6500P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 31.0 | 31.0 | 32.0 | 32.0 | | 32.0 |
| Funded FTE | 27.2 | 28.7 | 30.4 | 30.4 | | 30.4 |
| Total Requirements | 3,484,054 | 4,061,443 | 4,459,119 | 4,361,930 | (97,189) | 4,372,004 |
| Total Sources | 2,683,573 | 3,293,502 | 3,228,579 | 3,101,732 | (126,847) | 3,035,182 |
| Net County Cost | 800,481 | 767,941 | 1,230,540 | 1,260,198 | 29,658 | 1,336,822 |
| NCC Breakdown | | | | | | |
| State Grants Match | | | 132,000 | 132,000 | | 132,000 |
| Weights & Measures MOE | | | 92,344 | | (92,344) | |
| Mandated Services | | | 1,006,196 | 1,128,198 | 122,002 | 1,204,822 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,260,198 or 28.9%, of which \$1,128,198 or 89.6% is Mandated Services currently provided with no specific maintenance-of-effort or local match requirements that include pest prevention services and inspections, pesticide regulatory activities as well as agricultural and weights and measures consumer protection inspections. However, each dollar reduction in agricultural NCC expenditures will result in a corresponding reduction in state unclaimed gas tax subvention.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and a mid-year position change from state-funded contractual agreement; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time Fund Balance and state revenue; elimination of one-time projects and equipment; decrease in annual vehicle replacement charges, and increases to rent and other operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (185,227) | (97,189) | 0 | 0 | 88,038 | 0 |

2. Weights and Measures Registration Fees

The Agricultural Commissioner / Sealer plans to bring a fee proposal to the Board of Supervisors before the end of FY 2008-09 to increase the annual device and point-of-sale system (price scanner) registration fee schedules effective January 2010. The proposed fee schedule changes are expected to increase the cost recovery for these inspection programs and will reduce the portion of the Division's NCC that must be applied to Weights and Measures programs in order to maintain the current level of inspection services. If the fee increase is not approved, then a one-time deferral of a portion of annual vehicle replacement payments will be used in order to meet the NCC target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 58,380 | 0 | 0 | 0 | (58,380) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (126,847) | (97,189) | 0 | 0 | 29,658 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; increases in retirement and retiree health contributions; elimination of one-time Fund Balance; reduction in motor vehicle charges, annual vehicle replacement charge appropriations and Department Reserves to meet operational needs.

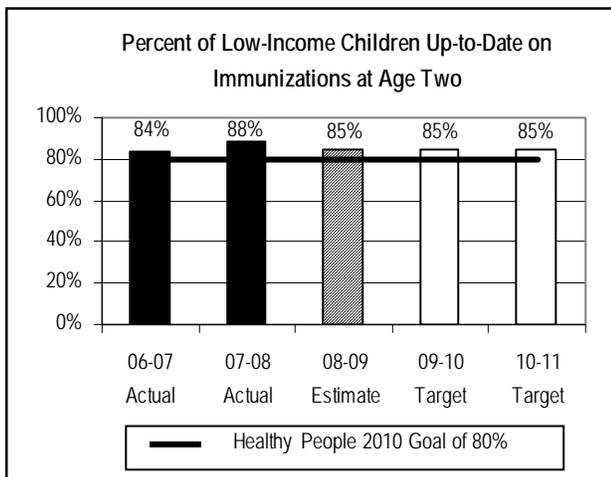
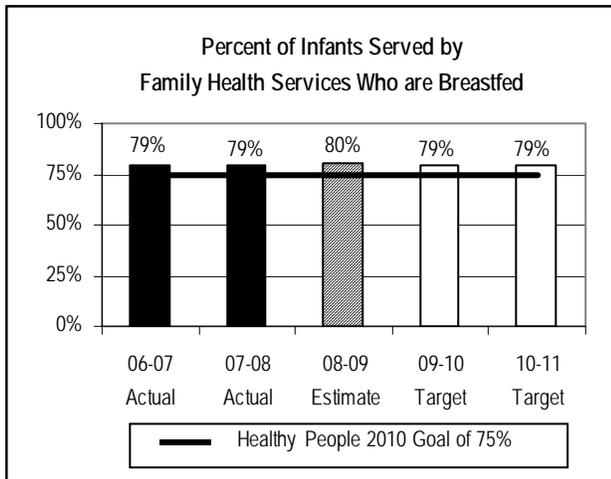
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (66,550) | 31,637 | 0 | (21,563) | 76,624 | 0 |

Family Health Services (6240B)

Program Locator

- County
 - Healthy Community
 - Health System-Health Department
 - 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

Headline Measures



Program Outcome Statement

Family Health Services provides outreach, education, case management, disaster preparedness and response, prevention 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 collaborative efforts to improve community health and participate in disaster preparedness efforts.

The following are major accomplishments in the current year:

- Welcomed the community to FHS's new offices at 2000 Alameda de las Pulgas following a successful move which consolidated most FHS staff to one central location to achieve optimum coordination, timeliness, and efficiency in service delivery
- Attained many administrative achievements including instituting "Client Rights and Responsibilities", implementing linguistic access protocols and policies, ensuring all staff attend an "Excellence in Customer Service" training, engaging in activities that support FHS cultural competency, developing a brochure for FHS clients, and completing Injury and Illness Prevention and Emergency Action Plans
- Provided community supports such as training health professionals in immunization, increasing staffing to influenza vaccination sites, and supporting the County's mass vaccination exercise
- Staffed and sponsored the Coordinated County Services to Pescadero Workgroup, helping to develop and implement the first year's work plan
- Conveyed program successes in nine presentations at the American Public Health Association Annual Conference, the Urban MCH Leadership Conference, the Preventive Medicine 2009 National Conference, and the Association of Maternal and Child Health Programs Women's Health Info Series National Teleconference
- Celebrated fathers and the anniversary of the Fatherhood Collaborative with the Dads Count Breakfast, Dad and Me at the Park, and the My Hero project
- Started a Young Fathers Support Group in South County which focuses on family health and wellness
- Enrolled clients into a research study to evaluate the effectiveness of existing services along with added mental health and youth development components through the Federal Adolescent Family Life Program
- Instituted school-based Veggie Fairs for students, their families, and the community

- Helped the adolescent and teen community by coordinating a health event for high school students with disabilities, implemented an exercise group for teens with disabilities, provided free CPR classes to teen parents, and provided a teen-focused parenting class on violence prevention
- Implemented the Brief Child Abuse Prevention Inventory to identify parents at risk of abusing or neglecting their children and the Stages of Change Readiness and Treatment Eagerness Scale to assess change in readiness for addiction treatment
- To engage clients and the community in prevention and early intervention healthcare strategies such as improving nutrition, reducing stress, building fitness, and appropriately using primary care medical services
- To continue meeting the goals set by categorical programs in FHS while providing staff support for work on broad public health needs, including disaster preparedness
- To implement an integrated data system and improve ability of staff to use new technology

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 FHS provides the data used for this performance measure. As seen in the graph, 79% of newborns seen by WIC are breastfed. The current performance level is projected to hold steady over the next two years 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 and administrative support and training to local healthcare professionals. After several years of trying, San Mateo County is maintaining improvement in the timeliness of services, a reduction in duplicated efforts, and a well-documented immunization rate.

Service efficiency and quality is indicated by a summary measure in the customer satisfaction survey. For the most recent survey conducted in FY 2007-08, 98% of the respondents rated overall satisfaction with Family Health Services as good or better.

Major challenges over the next two years will be:

- To prioritize, tailor, and improve services despite decreases in resources provided by federal, state, and local partners
- To meet growing community needs in an uncertain economic environment

Program Priorities

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 an intensive refresher 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

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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of customers served: | | | | | |
| - Field Nursing and Maternal, Child and Adolescent Health | 1,903 | 1,960 | 1,850 | 1,600 | 1,600 |
| - Prenatal to Three | 3,722 | 3,473 | 3,500 | 3,500 | 3,500 |
| - Women, Infants and Children | 19,595 | 18,257 | 19,000 | 19,000 | 19,000 |
| - California Children Services | 2,703 | 2,590 | 2,700 | 2,700 | 2,700 |
| - Child Health and Disability Prevention | 2,177 | 1,847 | 1,800 | 1,800 | 1,800 |
| - Lead | 40 | 41 | 76 | 60 | 60 |
| - Network for a Healthy California | 23,818 | 16,737 | 22,400 | 22,000 | 22,000 |
| Number of service contacts | 336,113 | 348,037 | 320,000 | 260,000 | 260,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating services good or better | 96% | 98% | 90% | 90% | 90% |
| Percent of customers receiving services in a timely manner | 98% | 95% | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of children served who are breastfed | 2,492 / 79% | 2,547 / 79% | 2,658 / 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 | 1,107 / 84% | 1,071 / 88% | 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 175.0 | 180.0 | 174.0 | 176.0 | 2.0 | 176.0 |
| Funded FTE | 162.6 | 167.6 | 166.0 | 165.5 | (0.5) | 165.5 |
| Total Requirements | 21,140,083 | 24,136,024 | 24,540,815 | 25,163,637 | 622,822 | 26,298,994 |
| Total Sources | 15,715,864 | 18,322,667 | 17,119,068 | 17,339,820 | 220,752 | 18,113,810 |
| Net County Cost | 5,424,219 | 5,813,357 | 7,421,747 | 7,823,817 | 402,070 | 8,185,184 |
| NCC Breakdown | | | | | | |
| Federal Grants Match | | | 475,197 | 622,595 | 147,398 | 651,350 |
| State Grants Match | | | 1,712,426 | 1,702,384 | (10,042) | 1,781,014 |
| Child Care Services MOE | | | 1,120,296 | 1,070,225 | (50,071) | 1,119,657 |
| Non-Mandated Services | | | 3,829,603 | 4,119,675 | 290,072 | 4,309,956 |
| Local Overmatch | | | 284,225 | 308,938 | 24,713 | 323,207 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,823,817 or 31.4%, of which \$4,428,614 is discretionary. This discretionary amount includes the Women, Infant and Children (WIC) Program; Prenatal to Three Program; obesity prevention activities; and general public health nursing.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increase in Fund Balance due to delay of the Data Integration Project; elimination of one-time projects and equipment; increases in contract expenditures; increased reimbursements (Intrafund Transfers) from other divisions of the Health System; and adjustments to state revenues.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 989 | 720,492 | (317,433) | 0 | 402,070 | 0 |

2. Staffing Adjustments

Positions have been transferred to properly align assigned activities following the establishment of Family Health Services as a separate division in the FY 2007-08 budget. One Senior Accountant has been transferred to Public Health. A Fiscal Office Specialist and Financial Services Manager I have been transferred from Public Health, and a Financial Services Manager II has been transferred from Health Administration.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (127,005) | 127,005 | 0 | 0 | 2 |

3. Reconciliation of Reserves

Fund Balance has been transferred from Public Health to properly reconcile revenue following the establishment of Family Health Services as a separate division. The increase in revenue is fully set aside in Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 219,763 | 0 | 0 | 219,763 | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 220,752 | 593,487 | (190,428) | 219,763 | 402,070 | 2 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; increases in retirement and retiree health contributions; and increase to Medical Administrative Activities / Targeted Case Management (MAA / TCM) and Women, Infants and Children (WIC) revenues.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 773,990 | 1,135,357 | 0 | 0 | 361,367 | 0 |

Family Health Services (6240B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | | | 4,000 | | (4,000) | |
| Intergovernmental Revenues | 10,444,287 | 11,421,620 | 11,205,398 | 11,298,777 | 93,379 | 11,572,767 |
| Charges for Services | 2,627,426 | 2,625,139 | 2,984,920 | 2,911,336 | (73,584) | 3,411,336 |
| Miscellaneous Revenue | 2,603,243 | 2,501,402 | 1,341,206 | 1,208,131 | (133,075) | 1,208,131 |
| Total Revenue | 15,674,956 | 16,548,161 | 15,535,524 | 15,418,244 | (117,280) | 16,192,234 |
| Fund Balance | 40,908 | 1,774,506 | 1,583,544 | 1,921,576 | 338,032 | 1,921,576 |
| TOTAL SOURCES | 15,715,864 | 18,322,667 | 17,119,068 | 17,339,820 | 220,752 | 18,113,810 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 16,249,011 | 17,607,929 | 19,324,174 | 20,343,180 | 1,019,006 | 21,478,537 |
| Services and Supplies | 3,781,354 | 6,085,201 | 3,058,039 | 2,637,146 | (420,893) | 2,637,146 |
| Other Charges | 1,398,276 | 1,676,997 | 2,452,633 | 2,448,007 | (4,626) | 2,448,007 |
| Gross Appropriations | 21,428,641 | 25,370,127 | 24,834,846 | 25,428,333 | 593,487 | 26,563,690 |
| Intrafund Transfers | (328,549) | (1,488,094) | (592,923) | (783,351) | (190,428) | (783,351) |
| Net Appropriations | 21,100,092 | 23,882,033 | 24,241,923 | 24,644,982 | 403,059 | 25,780,339 |
| Contingencies/Dept Reserves | 39,991 | 253,991 | 298,892 | 518,655 | 219,763 | 518,655 |
| TOTAL REQUIREMENTS | 21,140,083 | 24,136,024 | 24,540,815 | 25,163,637 | 622,822 | 26,298,994 |
| NET COUNTY COST | 5,424,219 | 5,813,357 | 7,421,747 | 7,823,817 | 402,070 | 8,185,184 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 175.0 | 180.0 | 174.0 | 176.0 | 2.0 | 176.0 |
| Funded FTE | 162.6 | 167.6 | 166.0 | 165.5 | (0.5) | 165.5 |

Correctional Health Services (6300B)

Program Locator

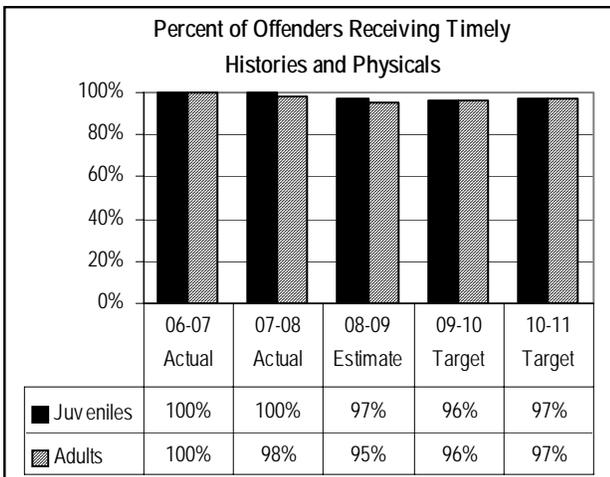
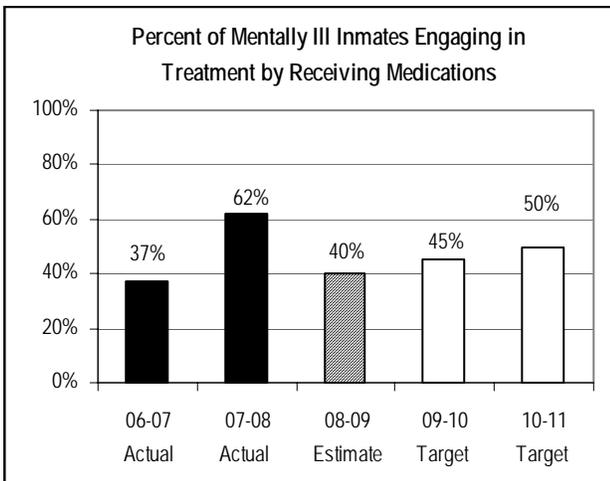
County

- Healthy Community
 - Health System-Health Department
 - 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

Headline Measures



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, and Camp Glenwood.

The Lifeskills program provides seriously mentally ill inmates with subacute day treatment services. The participants are also connected to resources in Behavioral Health and Recovery Services (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 very successful in reducing the rate of recidivism among participants. An evaluation study revealed that females completing Choices were 2.7 times less likely to be arrested or convicted than those who dropped out of the program. Males completing the Choices program displayed a significant reduction in new felony and misdemeanor arrests compared to a matched control group of nonparticipants during a two-year follow-up recidivism study.

The following are major accomplishments in the current year:

- Maintained accreditation by the Institute of Medical Quality (IMQ) since 1998 in the adult detention facility—services beyond State Title 15 requirements—distinguishing San Mateo County as one of the best correctional health programs in California
- Continued to improve the Choices program in order to coordinate and improve services to inmates and reduce recidivism rates
- Implemented 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

- Screened 401 female juveniles for Chlamydia at Youth Services Center (YSC) to improve health outcomes
- Continued monitoring and improving communication tools to inform involved County departments of problematic medical and mental health issues in order to contain costs and improve treatment
- Transitioned management of Canyon Oaks food preparation to Correctional Health Services
- Implemented a new system of issuing sporks to inmates to reduce waste of disposable utensils and reduce expenditures
- Implemented purchasing and use of green food packaging
- Worked with County Purchasing to ensure the most competitive food prices and variety are available to all facilities
- Continued to improve healthy meals choices, particularly at the YSC, through menu changes incorporating additional fruits, vegetables, and whole grains in order to address obesity problems
- Created and implemented a new budget monitoring report for Food Services in order to provide increased budget detail to Sheriff and Probation staff

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. Headline Measure 1 indicates that a projected 40% of mentally ill inmates in FY 2008-09 were currently engaging in treatment by receiving medications. The target is to improve to 50% 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 2008-09, the projected rate is 97% for both juveniles and adults. From this initial assessment, a plan of care is initiated that includes consideration of all aspects of the patient's health-related needs as well as health concerns of the institution, ensuring that inmates with current and ongoing health issues are followed by the appropriate program staff.

One major goal of Correctional Food Services is to promote healthy eating habits and positively impact chronic disease through nutrition-related prevention. The increasing incidence of nutrition-related health problems, including diabetes and obesity, has resulted in more dietitian time required in County institutional facilities. Early intervention is provided in the form of nutrition education and consultation aimed at reducing chronic disease among inmates and juveniles. An important performance measure is the number of customers provided with nutritional education and / or consultations; an estimated 700 customers will be served in FY 2008-09 as more inmates and young people enter County facilities with complex health issues that include nutritional needs. This number varies, dependent upon inmate and juvenile daily population and medical requests for consultations. To improve juvenile nutrition, meals at the YSC are now served using portion-controlled trays as opposed to family style. Efforts have been made to redesign the menu to include more produce and whole grains. Staff will 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 been and will continue to work with County Purchasing to achieve the most competitive food prices and variety. Planning continues for implementation of an automated food service management system to improve inventory and purchasing processes and maximize efficiency. 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, within current nursing staff levels in the adult facilities
- To engage fragile and at-risk populations in treatment—the neurologically, physically, and medically impaired, mentally ill, developmentally disabled, and chemically dependent—and connect them to community resources
- To recruit and retain adequate nursing staff, given the growing nationwide nursing shortage
- To continue developing cost-effective and appealing menu choices amidst rising food, supply, and fuel costs
- To continue educational efforts with Probation Department staff regarding healthy food choices

- To work with Sheriff's Office and County Manager's Office staff on the beginning phases of a new correctional facility

Program Objectives

Correctional 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 14th day of incarceration

Maintain the Percentage of Mentally Ill Inmates Engaging in Treatment by Receiving Medications at a Minimum of 40%

- Increase efforts within the Lifeskills program to encourage acceptance of medications by mentally ill participants
- Increase efforts to engage mentally ill inmates in treatment

Maintain an 85% Completion Rate in the Choices Program

- Monitor completion rate and provide periodic feedback to counselors to maintain a 15% or lower turnover rate

Maintain Jail Accreditation

- Continue to meet the healthcare component of Title 15 standards at both facilities
- Continue to prepare the YSC for accreditation

Increase Community and Funding Support for Therapeutic Community, Jail-Based Programs

- Continue to invite correctional staff from other counties to visit the Choices program
- Continue to offer information and assistance to other counties interested in starting similar programs

Ensure 100% of Meals Meet or Exceed Title 15 Requirements

- Implement quality management tools to ensure food standards are met
- Ensure monthly inspections are performed by the registered dietician through menu and medical diet reviews
- Ensure all facility menus are designed to meet Title 15 requirements

Provide Nutritional Consultations and Education Services to 750 Customers

- Research and integrate current nutrition information into program services
- Research and identify nutrition services gaps in high-risk populations

Continue to Increase the Cost-Effectiveness of Food Services Operations

- Follow the competitive bidding process for food and supplies through cooperation with County Purchasing
- Provide budget monitoring reports to managers, supervisors and Sheriff's Office and Probation Department staff
- Plan for implementation of automated food service management system to improve inventory and menu management

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of histories and physical screenings | 20,803 | 23,722 | 20,000 | 20,100 | 20,200 |
| Number of mentally ill inmates | 1,810 | 2,469 | 1,900 | 2,300 | 2,500 |
| Number of meals served: | | | | | |
| - Sheriff's facilities | 1,426,099 | 1,424,265 | 1,472,027 | 1,480,000 | 1,480,000 |
| - Juvenile Probation facilities | 272,559 | 277,043 | 250,000 | 260,000 | 260,000 |
| TOTAL | 1,698,658 | 1,701,308 | 1,722,027 | 1,740,000 | 1,740,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of participants who complete the Choices Program | 90% | 89% | 83% | 85% | 80% |
| Percent of meals meeting or exceeding Title 15 requirements: | | | | | |
| - Sheriff's facilities | 99% | 99% | 100% | 100% | 100% |
| - Juvenile Probation facilities | 100% | 100% | 100% | 100% | 100% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of mentally ill inmates engaging in treatment by receiving medications ⁽¹⁾ | 657 / 37% | 1,488 / 62% | 760 / 40% | 1,035 / 45% | 1,250 / 50% |
| Percent of offenders receiving timely histories and physicals: | | | | | |
| - Juveniles (within 96 hours of incarceration) | 100% | 100% | 97% | 96% | 97% |
| - Adults (by the 14 th day of incarceration) | 100% | 98% | 95% | 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 | 677 / 6% | 452 / 4% | 300 / 3% | 300 / 3% | 300 / 3% |
| Number of customers provided with nutrition consultations ⁽²⁾ | 1,175 | 1,250 | 700 | 750 | 800 |

⁽¹⁾ Variances reflect fluctuations in the number of entering inmates.

⁽²⁾ The number of nutritional consultations is based upon medical necessity and inmate request.

Correctional Health Services (6300B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 97.0 | 101.0 | 103.0 | 98.0 | (5.0) | 98.0 |
| Funded FTE | 90.2 | 96.0 | 98.0 | 92.7 | (5.3) | 92.7 |
| Total Requirements | 6,770,976 | 7,987,586 | 8,492,897 | 8,593,415 | 100,518 | 8,793,274 |
| Total Sources | 1,119,962 | 1,598,442 | 1,430,320 | 1,450,875 | 20,555 | 1,307,622 |
| Net County Cost | 5,651,014 | 6,389,144 | 7,062,577 | 7,142,540 | 79,963 | 7,485,652 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 6,415,054 | 6,470,103 | 55,049 | 6,760,563 |
| Non-Mandated Services | | | 647,523 | 672,437 | 24,914 | 725,089 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,142,541 or 83.1%. Of this amount, \$6,470,104 or 90.6% is for Mandatory Service with no specified maintenance-of-effort (MOE) requirement.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); adjustments to medical supplies, drugs and pharmaceuticals, and laboratory costs based on the number of inmates in correctional facilities; deletion of prior one-time expenditures; 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 |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 20,555 | 302,772 | (137,799) | 0 | 144,418 | 0 |

2. Staffing Adjustments

One vacant Community Mental Health Nurse has been deleted and one Psychologist II added due to the need for a licensed psychologist to complete assessments and competency evaluations, lead individual and group therapy sessions, and provide clinical reports to the court. One vacant Radiologic Technician III has been reduced from full-time to half-time in line with current use of the position.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (64,455) | 0 | 0 | (64,455) | 0 |

3. Reduction Workforce - Probation Food Services

Per Correctional Food Service's new agreement with Probation, five positions have been deleted from the Probation Food Services Budget as of July 1, 2009. Three positions (one vacant, two filled) are at the Youth Services Center and two filled positions are at Camp Glenwood. Food costs have been reduced at Camp Glenwood due to a reduced juvenile population. Camp Glenwood will not be staffed on the weekend by Food Services, the menu at all facilities will change to include more heat-and-serve and prepared foods and some cold lunches, and minor assistance will be needed from Probation staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (444,030) | 444,030 | 0 | 0 | (5) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 20,555 | (205,713) | 306,231 | 0 | 79,963 | (5) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; elimination of one-time Fund Balance; use of Reserves to cover labor cost increases; and increased reimbursement for costs associated with labor increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (143,253) | 623,068 | (229,612) | (193,597) | 343,112 | 0 |

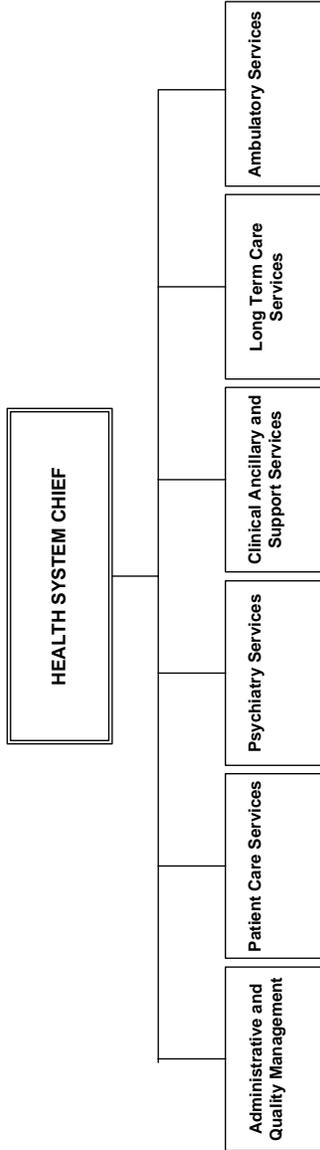
Correctional Services (6300B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 364,028 | 367,544 | 375,534 | 375,534 | | 375,534 |
| Charges for Services | 1,055 | 1,604 | 1,100 | 1,100 | | 1,100 |
| Interfund Revenue | 406,346 | 426,663 | 426,663 | 447,218 | 20,555 | 447,218 |
| Miscellaneous Revenue | 33,520 | 44,506 | 24,173 | 24,162 | (11) | 24,162 |
| Total Revenue | 804,949 | 840,318 | 827,470 | 848,014 | 20,544 | 848,014 |
| Fund Balance | 315,013 | 758,124 | 602,850 | 602,861 | 11 | 459,608 |
| TOTAL SOURCES | 1,119,962 | 1,598,442 | 1,430,320 | 1,450,875 | 20,555 | 1,307,622 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 9,751,210 | 11,052,028 | 11,689,554 | 11,642,869 | (46,685) | 12,265,937 |
| Services and Supplies | 5,301,573 | 6,048,038 | 5,968,543 | 5,801,353 | (167,190) | 5,801,353 |
| Other Charges | 669,734 | 647,670 | 610,108 | 629,270 | 19,162 | 629,270 |
| Fixed Assets | 132,523 | | 11,000 | | (11,000) | |
| Gross Appropriations | 15,855,040 | 17,747,736 | 18,279,205 | 18,073,492 | (205,713) | 18,696,560 |
| Intrafund Transfers | (9,176,063) | (9,828,458) | (9,979,905) | (9,673,674) | 306,231 | (9,903,286) |
| Net Appropriations | 6,678,976 | 7,919,279 | 8,299,300 | 8,399,818 | 100,518 | 8,793,274 |
| Contingencies/Dept Reserves | 92,000 | 68,307 | 193,597 | 193,597 | | |
| TOTAL REQUIREMENTS | 6,770,976 | 7,987,586 | 8,492,897 | 8,593,415 | 100,518 | 8,793,274 |
| NET COUNTY COST | 5,651,014 | 6,389,144 | 7,062,577 | 7,142,540 | 79,963 | 7,485,652 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 97.0 | 101.0 | 103.0 | 98.0 | (5.0) | 98.0 |
| Funded FTE | 90.2 | 96.0 | 98.0 | 92.7 | (5.3) | 92.7 |

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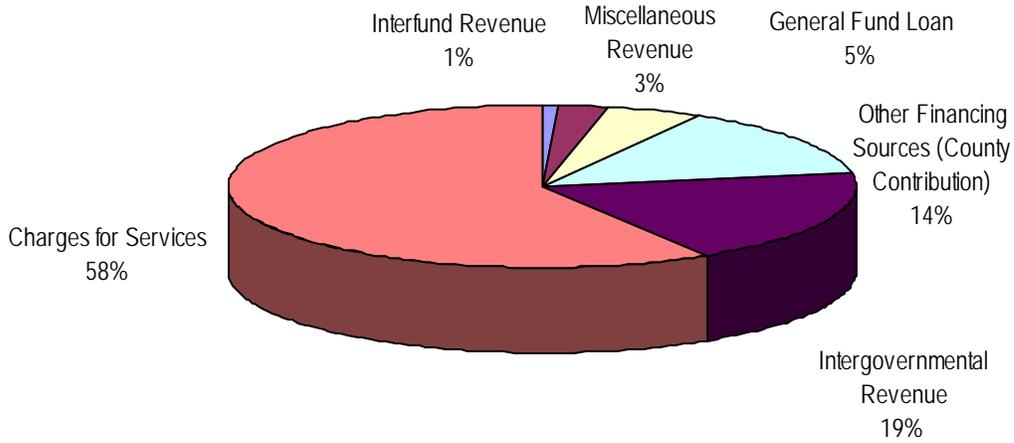
SAN MATEO MEDICAL CENTER*



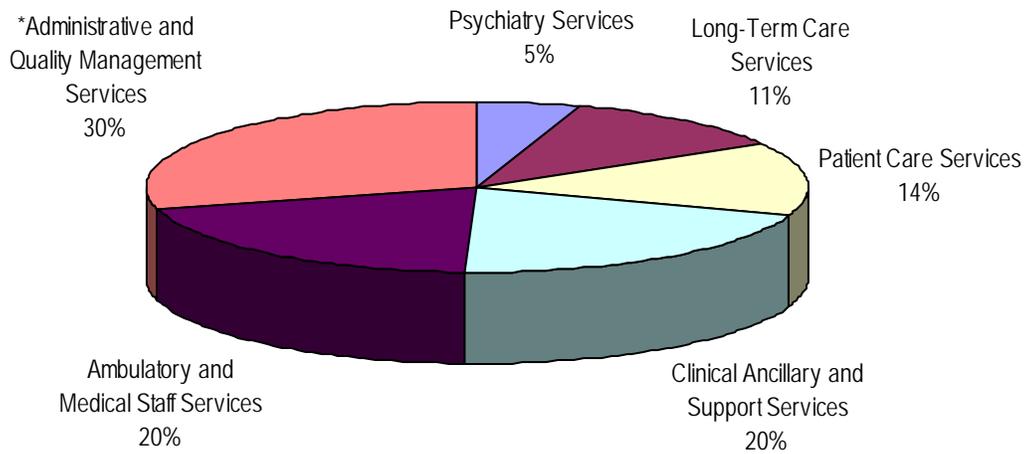
*The Health Department and San Mateo Medical Center consolidated in July 2008. The consolidation will be reflected in the FY 2010-11 / 2011-12 Budget.

San Mateo Medical Center

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



*Includes contribution from County General Fund

Department Locator

County

Healthy Community

Health System-Health Department

▷ Health System-San Mateo 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

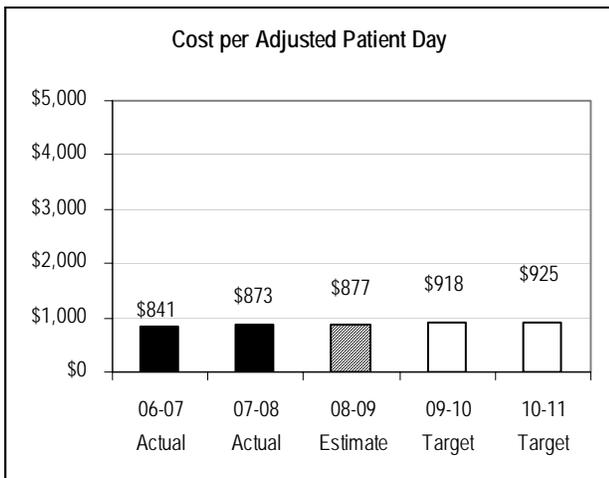
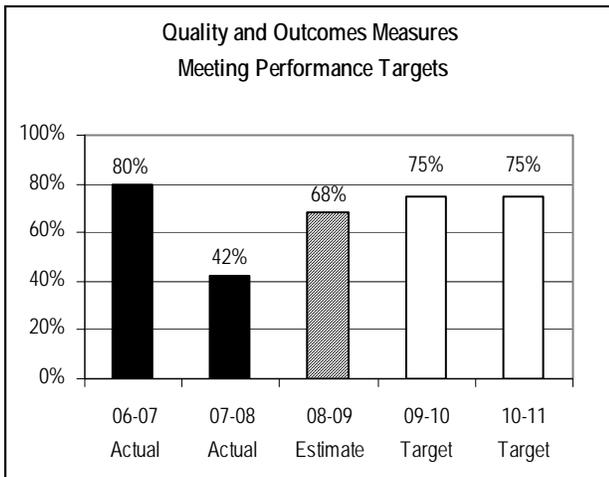
Grand Jury

Coroner's Office

Public Safety Communications

Fire Services

Department Measures



Department Mission Statement

The mission of the San Mateo Medical Center (SMMC) is to open doors to excellence in healthcare. To live its mission, SMMC offers services to all residents of San Mateo County, regardless of ability to pay. SMMC serves the entire community and, by setting a standard of excellence, aspires to be the best public hospital and clinic system in California.

Health System Consolidation

In July of 2008, as part of the vision to fully align all County health functions, the Board of Supervisors created the position of Health System Chief. The Health System Chief is responsible for San Mateo Medical Center, the former Health Department, and the Community Health Division. This position of Health System Chief was filled in January of 2009 and all components of the Health System have begun to move toward joint processes. For FY 2009-10, San Mateo Medical Center will be submitting this distinct overview. Beginning with FY 2010-11, the Department Overviews for San Mateo Medical Center and the former Health Department will be consolidated as a single Health System Overview representing the goals and vision of the integrated Health System.

Contributions to Shared Vision 2025 (Fiscal Years 2000-2008)

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

• Serving Victims of Violent Crime

In September 2001, SMMC opened the Keller Center for Family Violence Intervention to serve victims of violent crime not only immediately after the crime, but also during the recovery period. Clinicians at the Keller Center perform comprehensive forensic examinations and collect legal evidence in a manner that is compassionate and culturally sensitive, while protecting the rights of the patient. The Center sees more than 400 victims each year and works closely with other agencies addressing domestic violence.

• Access to Healthcare

SMMC serves as the hub of San Mateo County's medical care safety net, serving low-income residents insured through public coverage programs and the uninsured. SMMC serves an integral role in advancing the County's vision of universal health care coverage, and has led work that advances implementation of the Board of Supervisors-led Blue Ribbon Task Force on Adult Health Care Coverage Expansion through its roles in meeting the County's indigent care responsibilities and its work as one of ten counties selected to receive Federal and State funding to pursue access and care improvement through the State's "Coverage Initiative". SMMC provides access to healthcare across the County, through a network of 11 community clinics. The clinics currently accommodate over 226,000 visits per year. Additionally, SMMC operates both an acute Emergency Room (ER) and Psychiatric Emergency Services (PES). The acute ER

has over 30,000 visits while PES has almost 3,000 visits each year. SMMC also provides general and acute inpatient psychiatric services. The medical / surgical, psychiatric, and intensive care units have an annual total of about 28,000 inpatient days. The surgery service and operating room also accommodates almost 2,400 surgeries annually.

- **Healthcare for Aging Population**

SMMC, the second largest distinct part skilled nursing facility in the state, continues to improve the Burlingame Long Term Care facility to ensure the availability of skilled nursing beds for residents in San Mateo County. The facility now maintains a census of about 260 patients per day and has been operated by the County since October 2003. The opening of the Ron Robinson Senior Care Center (RRSCC) has also provided increased healthcare access for the aging population. RRSCC accommodates approximately 10,700 visits per year. SMMC has been a key partner in the development of the County's Aging 2020-2030 model, designed to enable robust planning to meet the needs of the community's aging population.

- **Innovative Approaches to Health Care**

SMMC has been repeatedly recognized as an innovator in health care. The organization has been selected to participate in multiple collaborative programs focused on developing new approaches to care. This year SMMC participated in the California Health Care 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." SMMC's Outpatient Medication Safety Program was recognized with the 2008 Kaiser Permanente Clinical Systems Development Award given for improvement in integrating several parts of its delivery system in order to provide better quality service and more efficient care. The Main Campus Primary Care Clinic has opened the Innovative Care Clinic focused on providing efficient, patient-centric care and improved chronic disease management. The Emergency Room is a key partner in the Healthier Outcomes through Multidisciplinary Engagement (HOME) team, which was recognized as a County STARS award recipient for its innovative and effective approach to address the complex needs of clients who frequently rely on the SMMC Emergency Room for medical care.

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

- **Serving as a Training Site**

SMMC strives to be an employer of choice, serving as a training site for nursing students, radiology technology students, psychiatric residents and fellows in infectious disease as a means of recruiting future employees in hard to fill positions.

COLLABORATIVE COMMUNITY: Our leaders forge partnerships, promote regional solutions, with informed and engaged residents,

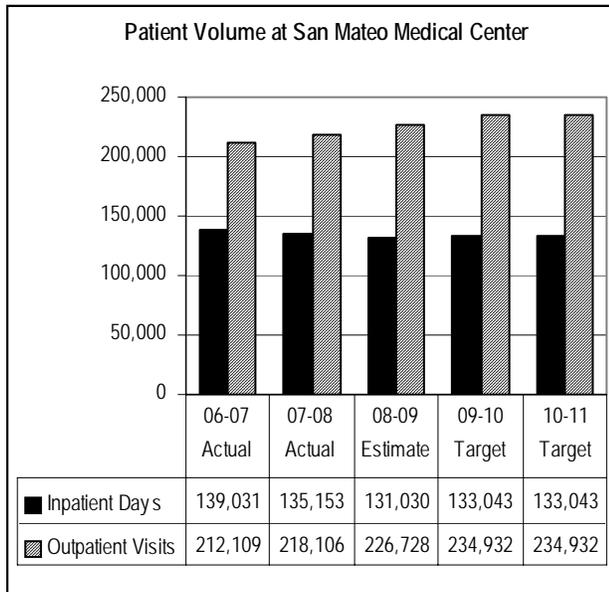
and approach issues with fiscal accountability and concern for future impacts

- **Expansion of Service**

Through a partnership with University of the Pacific School of Dentistry, SMMC has expanded access to dental services for County residents by developing a comprehensive adult dental care program where patients can receive care at the Willow Dental Clinic or the University of the Pacific depending on their needs. As part of the Health System, SMMC has joined forces with Stanford University and the San Francisco Department of Public Health to innovate new approaches for the detection, prevention, and treatment of HIV / AIDS in the San Francisco Bay Area through a comprehensive HIV / AIDS program at the Edison Clinic with additional services at the Willow and Daly City Clinics. SMMC has also partnered with distinguished organizations such as Kaiser Permanente, California Health Care Foundation, Safety Net Institute, and the California Association of Public Hospitals on a variety of clinical and quality improvements.

- **Providing Care to the Elderly and Homeless Populations**

As part of the Senior Care Collaborative to provide comprehensive services, SMMC has partnered with Behavioral Health and Recovery Services and Aging and Adult Services to enhance mental health care for the elderly by coordinating services to meet all of the client's needs. SMMC has also partnered with the Human Services Agency, Shelter Network, and Samaritan House to place homeless patients in safe housing upon discharge. SMMC manages the Healthcare for the Homeless program which funds County and community based organizations to provide healthcare services to individuals living in shelters, transitional housing programs, on the streets, and those individuals who are at-risk of being homeless.



Major Accomplishments in FY 2008-09

HEALTHY COMMUNITY

- Continued Implementation of Health System Redesign Initiative, including the organizational alignment of all health functions within a single San Mateo County Health System, progress toward the creation of a Community Health Network for the Underserved involving all key healthcare providers serving San Mateo County, working with Health Plan of San Mateo to implement unified administration of the County's indigent care programs, assuring appropriate levels of care of non-acute patients and maximizing enrollment and retention in Medi-Cal and other payor programs
- Opened an Innovative Care Clinic utilizing a "radically redesigned" approach to care delivery focused on effective and efficient chronic disease management
- Successfully competed for a \$300,000 Access to Specialty Care grant from Kaiser Northern California Community Benefit Program which will improve access by redesigning clinic flow in specified specialty clinics; implementing a new "smart" referral system to ensure that all prerequisite testing and analysis is completed prior to a specialty referral; and utilizing physician extenders in specified specialty clinics
- Implemented "Provider at Triage" and "Rapid Medical Evaluation" programs to improve patient flow in the Emergency Room
- Successfully competed to participate in the California Health Care Safety Net Institute's Lean Core Measure Improvement Initiative which is focused on improving quality and value while simultaneously eliminating waste and inefficiency
- Initiated implementation of an Ambulatory Electronic Medical Record (AEMR) to improve quality, safety and efficiency in the outpatient clinics
- Successfully completed the Joint Commission and CMS Laboratory Validation Surveys with 100% compliance rating
- Continued to keep system-wide outpatient cycle time (time from entry into the clinic to departure from the clinic) below 60 minutes
- Achieved compliance with all State regulations governing long-term care campuses in annual State Department of Health Services survey with no substandard care identified
- Collaborated with Behavioral Health and Recovery Services and Aging and Adult Services in a comprehensive review of clinical and resource issues related to individuals served by all three agencies to identify alternatives for reducing unnecessary acute hospitalizations
- Implemented a Recycle and Energy Conservation program by switching to energy-efficient lighting, temperature adjustments, and economizer function, resulting in \$85,000 rebates from Pacific Gas and Electric (PG&E)

Major Issues to be Addressed

- Increasing Healthcare Costs**—The Healthcare Advisory Board has indicated that medical cost inflation has ranged from 9-12% between 2001 and 2004. This trend is expected to continue upward with pressures from workforce shortages, development of new technologies, and increasing drug costs.
- Enhancement of Revenue Sources**—With the rising costs of healthcare, public hospitals must maximize their current revenue streams while also finding new sources. Business development is also critical to help identify revenue generating services that are needed in the community. A challenge that public hospitals face is keeping current on the rapid changes in public policy and funding such as the ongoing redesign of Medi-Cal.
- Rising Number of Uninsured and Underinsured**—According to the California Association of Public Hospitals, there are over 6.6 million uninsured people in the State. This number can be expected to rise as a result of the current economic downturn and as this number continues to grow, the strain on public and private hospitals will continue.
- Changing Healthcare Provider Landscape**—The changes in the healthcare provider landscape are altering the organization and priorities of local delivery system organizations. All healthcare delivery systems are challenged by the continual increase in healthcare costs. All institutions are now also dealing with a shortage of nursing and physician staff including the nationwide shortage of primary care physicians. In addition, with the worsening economy, all healthcare providers are faced with increasing numbers of clients who are losing their health benefits. These factors affect SMMC's approach for enlisting partnership in the Community Health Network for the Underserved, and require ongoing adaptation of the County's role to reflect emerging opportunities.

Key Department Initiatives

1. Implement the Health System Redesign Initiative

Alignment to Shared Vision:

- Healthy Community

Major Issue to be Addressed:

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

Goals:

- Improve the efficiency of care
- Improve the cost effectiveness of care

Objectives:

- Build a Community Health Network comprised of San Mateo County, private hospitals, physicians and community based organizations
- Develop alternative care settings for patients that enable care in the least restrictive and most cost-effective setting
- Enhance physician leadership and structures to strengthen alignment of responsibilities
- Adopt and disseminate a chronic care and care management approach across SMMC's settings of care delivery
- Enhance eligibility and enrollment efforts to maximize coverage for clients and revenues to support care delivery
- Continue developing the long term care service line
- Implement revenue strategies to increase resources available to sustain and propel SMMC's mission

Major Milestones:

- Assemble workgroups around objectives
- Develop and implement strategic plans for each area

Partners:

- County Manager's Office
- Health Plan of San Mateo
- Private hospitals, physicians and other providers in the community

FY 2009-10 Budget Impact:

The budgetary impact of these efforts will contribute to stabilizing the County's General Fund contribution to the health delivery system, with the goal of decreasing its relative share of the total County budget over the next five years. A target has been set of reducing the General Fund contribution to \$50 million by FY 2012-13, from the current \$72 million. However, accounting for the underlying annual cost escalation of 9-12%, substantial additional changes in the delivery system will need to be made in order to achieve this goal.

2. Revenue Cycle Improvement

Alignment to Shared Vision:

- Healthy Community

Major Issue to be Addressed:

- SMMC strives to be good stewards of the County's resources while providing quality care and internal and external assessments indicate that there are opportunities to enhance cash collections and improve the financial standing of the Medical Center

Goals:

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

Objectives:

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

Major Milestones:

- Partner with the Healthcare Advisory Board to implement the Revenue Compass
- Develop targets for each fiscal year

Partners:

- Healthcare Advisory Board
- Patients and Payor Sources
- Revenue Services

FY 2009-10 Budget Impact:

SMMC is committed to reaching these goals at a minimal cost by leveraging internal staff and developing effective reporting tools.

Other Significant Objectives by Program

The San Mateo Medical Center includes the following programs:

- Administrative and Quality Management Services
- Patient Care Services
- Psychiatry Services
- Clinical and Ancillary Support Services
- Long-Term Care Services
- Ambulatory Services

The following program objectives contribute to department success (additional program level objectives are included in individual Program Plans)

Administrative and Quality Management Services

- Achieve Net Income Target Of 0% (Break-Even)
- Ensure that 75% of Quality Plans meet targets
- Sustain a state of constant regulatory readiness

Patient Care Services

- Achieve California State Nursing ratio for the Medical-Surgical inpatient and Intensive Care Unit with at least 90% compliance
- Achieve an overall Customer Satisfaction Rate of at Least 90%
- Reduce Administrative Days below 10% of all inpatient days

Psychiatry Services

- Achieve an overall Patient Satisfaction Rate of at least 90%
- Establish training program for wellness / recovery and co-occurring disorders
- Reduce Administrative Days below 55% of all inpatient days

Clinical Ancillary and Support Services

- Achieve an overall Customer Satisfaction Rate of at Least 90%
- Reduce cost of medical supplies by 15% maintaining \$500,000 cost reductions
- Implement a Blood Management Program

Long Term Care Services

- Achieve an overall Customer Satisfaction Rate of at Least 90%
- Maintain level of patient falls to 3.0 per 1,000 Patient Days
- Increase Occupancy to 268 at Burlingame Long Term Care (BLTC)

Ambulatory Services

- Achieve an overall Customer Satisfaction Rate of at Least 90%
- Assign 78% Of Patients to Primary Care Providers
- Increase Provider productivity to 2.5 patients per hour

San Mateo Medical Center (6600B)
ALL FUNDS

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 5 | 23,185 | 40,023 | 44,586 | 4,563 | 44,586 |
| Use of Money and Property | 3,872 | 21,554 | 3,016 | 688 | (2,328) | 688 |
| Intergovernmental Revenues | 39,970,861 | 40,110,997 | 48,474,188 | 47,214,704 | (1,259,484) | 47,214,704 |
| Charges for Services | 110,292,051 | 106,728,524 | 160,600,342 | 149,844,642 | (10,755,700) | 156,000,748 |
| Interfund Revenue | 4,230,823 | 19,533,783 | 18,557,767 | 14,702,526 | (3,855,241) | 10,302,526 |
| Miscellaneous Revenue | 7,175,173 | 5,376,144 | 6,241,417 | 6,518,310 | 276,893 | 6,518,310 |
| Other Financing Sources | 54,652,211 | 55,064,753 | 19,064,754 | 35,673,534 | 16,608,780 | 35,673,534 |
| TOTAL SOURCES | 216,324,996 | 226,858,941 | 252,981,507 | 253,998,990 | 1,017,483 | 255,755,096 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 126,534,173 | 134,973,714 | 142,565,165 | 145,997,218 | 3,432,053 | 147,753,324 |
| Services and Supplies | 56,718,885 | 57,861,836 | 63,607,725 | 64,622,912 | 1,015,187 | 64,622,912 |
| Other Charges | 23,165,678 | 23,975,546 | 36,821,468 | 33,416,710 | (3,404,758) | 33,416,710 |
| Fixed Assets | 15,669 | 55,399 | 25,000 | | (25,000) | |
| Other Financing Uses | 9,890,591 | 9,992,446 | 9,962,149 | 9,962,150 | 1 | 9,962,150 |
| TOTAL REQUIREMENTS | 216,324,996 | 226,858,941 | 252,981,507 | 253,998,990 | 1,017,483 | 255,755,096 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 1,314.0 | 1,367.0 | 1,347.0 | 1,285.0 | (62.0) | 1,285.0 |
| Funded FTE | 1,180.3 | 1,232.8 | 1,215.1 | 1,162.3 | (52.8) | 1,162.3 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources increased by \$1,017,483 or 0.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Taxes

There is an increase of \$4,563 in this funding source due to increased tax collections in Food and Nutrition Services for cafeteria food sales.

Uses of Money and Property

There is a decrease of \$2,328 in this funding source due to interest losses.

Intergovernmental Revenues

There is a net decrease of \$1,259,484 in this funding source due to the loss of tobacco tax income, and decreases in the Medi-Cal waiver and long-term care supplemental funds. This decrease was partially offset by the increase in revenues from the Federal Medical Assistance Percentages (FMAP) program. FMAP is the percentage rate used to determine the federal government's matching contribution to specific state-administered programs, which is expected to increase from 50% to 61.6%.

Charges for Services

There is a net decrease of \$10,755,700 in this funding source due to a shift of County subsidy funds to Other Financing Sources. This was partially offset by an increase in net patient revenues as a result of reimbursement received from the Health Plan of San Mateo (HPSM) for the WELL and Access Care for Everyone (ACE) programs. Revenue from the HPSM Pay for Performance program was increased to align the budget to the actual amount the Medical Center expects to receive. Additional revenue from the Behavioral Health Recovery Services initiative also served to offset the decrease.

Interfund Revenue

There is a net decrease of \$3,855,241 in this funding source primarily due to a reduction in the loan proceeds from the County as part of the effort to reduce the subsidy to the Medical Center.

Miscellaneous Revenue

There is a net increase of \$276,893 in this funding source due to grant funding from miscellaneous agencies and institutions. This increase partially offsets the reduction of the San Mateo County Health Foundation contribution.

Other Financing Sources

There is a net increase of \$16,608,780 in this funding source due to the shift of County subsidy funds from Charges for Services. This increase partially offsets a decrease in the same subsidy funds as a result of the move of the administration of the WELL and ACE programs to the Health Plan of San Mateo.

TOTAL REQUIREMENTS

Total Requirements increased by \$1,017,483 or 0.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$3,432,053 in this expenditure category mainly due to an increase in retiree health benefits and a decrease in savings generated from positions held vacant as a result of the Medical Center's hiring freeze. These labor expense increases were offset by savings generated by eliminating positions.

Services and Supplies

There is a net increase of \$1,015,187 in this expenditure category due to the third-party administration fee to be paid to the Health Plan of San Mateo for the WELL and ACE programs and to increased costs of physician contracts. The increase was offset by decreases in drugs and medical supplies and equipment expenditures.

Other Charges

There is a net decrease of \$3,404,758 in this expenditure category due to the reduction of the advance payment required for receiving the Health Plan of San Mateo Intergovernmental Transfer (IGT) revenues as a result of the increase in the Federal Medical Assistance Percentages (FMAP) rate. This decrease was partially offset by increases in county-allocated costs (A-87), depreciation, and service charges from other departments such as the Information Services Department (ISD) and the Department of Public Works.

Fixed Assets

There is a decrease of \$25,000 in this expenditure category due to the elimination of grant funding for this expense.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources increased by \$1,756,106 or 0.7% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Charges for Services

There is a net increase of \$6,156,106 in this funding source due to a decrease in contractual allowances which offsets against gross revenues.

Interfund Revenue

There is a net decrease of \$4,400,000 in this funding source due to a reduction in loan proceeds from the County as part of the effort to reduce the subsidy to the Medical Center.

TOTAL REQUIREMENTS

Total Requirements increased by \$1,756,016 or 0.7% 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 \$1,756,016 in this expenditure category due to labor increases, partially offset by savings generated from positions held vacant as a result of the Medical Center's hiring freeze.

Administrative and Quality Management Services (6601B)

Program Locator

County

Healthy Community

Health System-San Mateo Medical Center

▷ **Administrative and Quality Management Services**

Patient Care Services

Psychiatry Services

Clinical Ancillary and Support Services

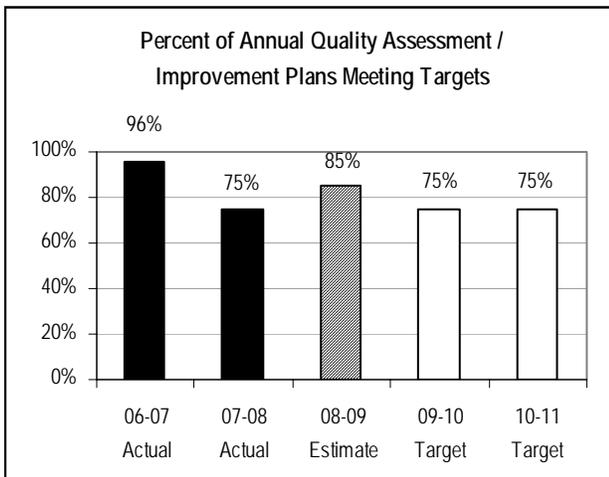
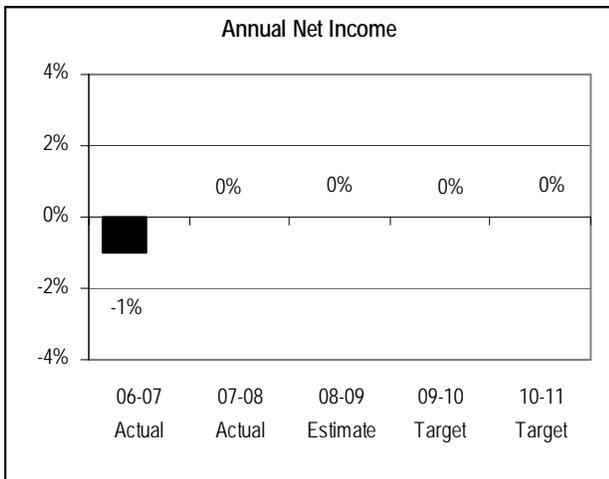
Long-Term Care Services

Ambulatory Services

Medical Center Capital Purchases

Contributions to Medical Center

Headline Measures



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-engaged staff, regulatory compliance, financial responsibility, and appropriate utilization of technology and communications.

Services and Accomplishments

Administrative and Quality Management Services provides 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. These functions primarily contribute to the Shared Vision of a Healthy Community by 2025. 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 three 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; conducting studies, data collation, analysis, and report generation for the various programs and services throughout the Medical Center.

The following are major accomplishments in the current year:

- Successfully participated in the California Health Care Safety Net Institute's Lean Core Measure Improvement Initiative, which focuses on improving quality and value while simultaneously eliminating waste and inefficiency
- Improved coordination and cooperation with County Risk Management
- Applied for and received a California Association of Public Hospitals and Health Care Systems (CAPH) grant for CHART membership
- Completed reorganization of Medical Center along service lines to improve healthcare delivery
- Improved organization of quality plans reporting to the Quality Improvement Committee (QIC)
- Launched the San Mateo Medical Center web site and online health and wellness library

- Achieved substantial improvement in several core measures, which are quality indicators that are publicly reported by the Centers for Medicare and Medicaid Services
- Developed an on-line Unusual Occurrence Reporting (UOR) database system to improve tracking and correction of quality issues.

Story Behind Performance

Administrative Services underwent a reorganization along service lines to improve communication and cost efficiency of healthcare delivery and ancillary services operations. The reorganization also will allow for a more organized monitoring of service quality plans. Administrative Services also contracted with an external consulting firm, Healthcare Management Associates, to identify opportunities for improved efficiency. One key recommendation, the recruitment of a Chief Operating Officer, was implemented this 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 decreasing patient length of stays, managing the Medical-Surgical unit census, increasing utilization of long-term care facilities, and implementing technologies such as the cook-chill system and the Ambulatory Electronic Medical Records system.

Quality Management Services added staff to deal with increasing regulatory compliance and case investigation duties. Improved organization and evaluation of quality improvement activities was achieved through periodic reviews of service quality reports by the Executive Management Team (EMT) and the Quality Improvement Committee (QIC). Increased staff will lend more support to the various services throughout the Medical Center through education, quality data analysis, and feedback which will in turn result in more quality plans and treatment goals meeting targets.

The percent of Quality Assessment Plans meeting targets had declined from FY 2006-07 to FY 2007-08 mainly because of a new assessment processes. Beginning in FY 2007-08, Quality Plans were graded by the EMT and more feedback was given 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. To gauge the results of these efforts a new measure has been developed which evaluates the percentage of program service areas achieving peer service satisfaction targets. This effort will be monitored by Quality Management Services and the results will be reviewed by EMT.

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 maintain quality healthcare service in the face of staff shortages due to the County's hiring freeze policy

- To sustain satisfactory service delivery in the face of diminishing financial resources and increasing operational costs
- To meet the demands of serving as the Healthcare Provider of last resort in the face of an increasing uninsured and indigent patient population
- To meet staffing needs in the face of physician and nursing shortages
- To successfully adjust to the federal reimbursement schedule paradigm shift from pay for reporting to pay for performance
- To meet increasing regulatory requirements from various external agencies

Program Objectives

Administrative and Quality Management Services will meet performance targets by doing the following:

Reduce County's General Fund Contribution to the Medical Center to \$50 million by FY 2013

- Document current indigent volume and costs and set targets for future levels
- Provide indigent healthcare that is competitive with prevailing market rates
- Execute Health System Redesign initiatives

Monitor all Quality Plans by June 30, 2010

- 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 QIC 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

Achieve an Overall Peer Service Satisfaction Rating of 75%

- Encourage wide-spread participation on the peer service satisfaction surveys
- Improve feedback and results reporting of peer service satisfaction data to all staff
- Incorporate peer service satisfaction improvement initiatives into individual service quality plans

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of Quality Assessment / Improvement Plans being monitored | 17 | 15 | 15 | 15 | 15 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of program service areas achieving peer service satisfaction targets | --- | --- | 65% | 75% | 75% |
| Annual net income | -1% | 0% | 0% | 0% | 0% |
| Number and percent of Quality Assessment / Improvement Plans meeting targets | --- / 96% | 15 / 75% | 15 / 85% | 15 / 75% | 15 / 75% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of success in achieving treatment goals ⁽¹⁾ | --- | 42% | 85% | 75% | 75% |

(1) The fluctuations in the percent of success in achieving treatment goals was due to changes in data reporting methodology. Several performance improvement initiatives such as form modification, staff and physician education, and a new abstraction workflow processes were implemented during the later part of FY 2007-08 and have increased treatment goal success.

Administrative and Quality Management Services (6601B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 193.0 | 204.0 | 172.0 | 168.0 | (4.0) | 168.0 |
| Funded FTE | 191.4 | 203.5 | 170.6 | 167.6 | (3.0) | 167.6 |
| Total Requirements | 60,385,311 | 62,446,732 | 77,621,986 | 73,995,856 | (3,626,130) | 74,159,798 |
| Total Sources | (98,672,780) | (104,523,574) | (135,236,265) | (86,718,169) | 48,518,096 | (84,962,063) |
| Net County Cost | 159,058,091 | 166,970,306 | 212,858,251 | 160,714,025 | (52,144,226) | 159,121,861 |

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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC), 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. There was a decrease in loans to other funds and agencies, reflecting the correct amount that would be disbursed to the State before the Medical Center received its Health Plan Inter Governmental Transfer (IGT) revenues. Increases in revenue reflect the increase in net patient charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 10,830,710 | (607,056) | 0 | 0 | (11,437,766) | 0 |

2. Adjustments to Reflect Operational Requirements

Revenues increased as a result of the reclassification of bad debt and contractual allowances to the third-party administration of the WELL and Access Care for Everyone (ACE) programs. Bad debt and contractual allowances are budgeted in total in this program and serve to offset gross revenues budgeted in other service programs. The adjustments were made to clearly identify the new third-party arrangement for WELL and ACE patients. Thus, the remaining contractual allowance budgeted for FY 2009-10 compares with prior year budgets because the WELL and ACE third-party administration arrangement has been separately identified. In addition, revenue from the HPSM Pay for Performance program was increased to align the budget to the actual amount the Medical Center expects to receive. Most Administrative and Quality Management Services divisions have reduced requirements for supplies, purchased services, extra-help and overtime, and general administrative expenditures in an effort to eliminate the budget deficit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 66,500,837 | (2,235,685) | 0 | 0 | (68,736,522) | 0 |

3. Third Party Administration of the WELL and ACE Programs

Inpatient and outpatient contractual allowances decrease gross revenues associated with the WELL and Access Care for Everyone (ACE) programs. These contractual allowances, budgeted in this program, offset gross revenues budgeted in other service programs as part of the new third-party arrangement for WELL and ACE administration, impacting the reimbursement the Medical Center will receive from the Health Plan of San Mateo, the third-party administrator.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (31,113,451) | 0 | 0 | 0 | 31,113,451 | 0 |

4. Sequoia Health Care Contribution

The Medical Center is working with the Sequoia Health Care District to obtain grant funds for programs in the Fair Oaks and Willow clinics. These funds will support various medical programs in the clinics.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,000,000 | 0 | 0 | 0 | (2,000,000) | 0 |

5. Reduction in Workforce - Position Freezes

Miscellaneous positions have been frozen to reduce labor expenditures and maintain the required vacancy rate. Positions with minimal impact to performance were selected to be frozen. These positions include a vacant Medical Interpreter / Translator, and a currently filled Fiscal

Officer Assistant working out-of-class as a Reimbursement Analyst. The latter position will be vacated by April 2009, at which time it will be frozen.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (153,520) | 0 | 0 | (153,520) | 0 |

6. Behavioral Health Recovery Service (BHRS) Contribution

The contribution represents funds obtained by BHRS from the State and is intended to improve substance abuse services provided by the San Mateo Medical Center. These funds will support the cost of four positions for the Psychiatry Program; two Psychologist IIs, a Hospital Unit Coordinator, and an extra-help Psychologist I. The Program will provide substance abuse assessments and treatments to Medical Center outpatients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 300,000 | 0 | 0 | 0 | (300,000) | 0 |

7. Reduction in Workforce

Positions have been deleted to reduce labor expenditures. A thorough review of the Medical Center's staffing requirements determined that the elimination of these positions would have minimal impact on service delivery. These positions include a vacant Medical Office Assistant and one vacant Medical Office Services Supervisor.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (165,642) | 0 | 0 | (165,642) | (2) |

8. Reduction in Workforce - Management Positions

The vacant positions of the Marketing and Communications Director and a Clinical Services Manager-Nursing have been eliminated to reduce labor expenditures. No impact to service delivery is expected from the deletion of these positions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (303,222) | 0 | 0 | (303,222) | (2) |

9. San Mateo County Community Health Network for the Underserved (CHNU) Contract Savings

Contract expenditure reductions are expected from negotiations with the CHNU specialty care providers. The Medical Center expects the savings to come from the neurosurgery and vascular specialties and is working with other agencies and institutions to maintain the same level of service.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (150,000) | 0 | 0 | (150,000) | 0 |

10. Medical Supplies Expense Reductions

The medical supplies budget has been reduced by utilizing Amerinet contract compliance standards, which will result in additional savings, contract improvements and supply-waste reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (11,005) | 0 | 0 | (11,005) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 48,518,096 | (3,626,130) | 0 | 0 | (52,144,226) | (4) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 retirement benefits and retiree health cost increases, and the reduction in County General Fund subsidy of \$4.4 million. The Medical Center expects to make up this gap with a combination of net revenue increases through Redesign Initiatives and revenue cycle improvements and expenditure reductions, specifically in salary savings. However, these changes will require more information and extensive planning about service reductions that will most likely be affected.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,756,106 | 163,942 | 0 | 0 | (1,592,164) | 0 |

Patient Care Services (6610B)

Program Locator

County

Healthy Community

Health System-San Mateo Medical Center

Administrative and Quality Management Services



Patient Care Services

Psychiatry Services

Clinical Ancillary and Support Services

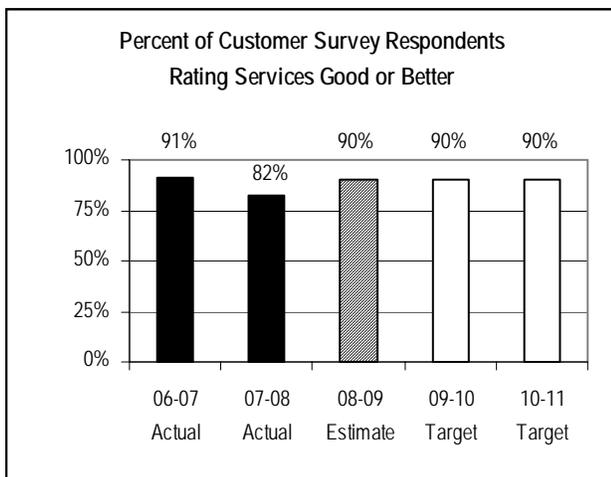
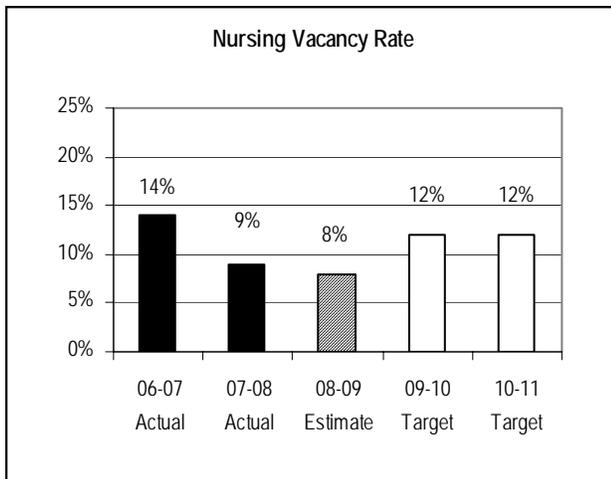
Long-Term Care Services

Ambulatory Services

Medical Center Capital Purchases

Contributions to Medical Center

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.

Services and Accomplishments

Patient Care Services provides 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. These functions primarily contribute to the Shared Vision of a Healthy Community by 2025.

The following are major accomplishments in the current year:

- Utilized the Navigation System for Total Knee Replacement in Surgery, Neurosurgery and in certain areas of Ear, Nose, Throat procedures
- Implemented successfully Provider at Triage (PAT) and Rapid Medical Evaluation (RME), which have resulted in improving patient flow in ER
- Increased nursing skill competencies in: pediatric nursing assessment, sepsis, mandated reporter, nursing skills day, medication safety and Crisis Prevention Intervention (CPI) training
- Participated in training in the National Institutes of Health Stroke Scale, which was attended by Emergency Department (ED) nurses and Medical-Surgical Department Registered Nurses and allows nurses to identify a patient's stroke status and initiate early intervention
- Implemented daily patient / family Care Rounds, which are collaborative bedside rounds between physicians, nursing and respiratory staff to approach patient care from the patient / family perspective
- Instituted surge capacity plan including 90 minute transfers to and from the ICU
- Implemented daily Stand-Up Rounds whereby Patient Care nurse managers, charge nurses and other ancillary disciplines discuss current patient census, and flow of patients within the system.
- Maintained recruitment and retention plan focusing on hard-to-fill positions, achieving a vacancy rate below target
- Continued participation in the Integrated Nurse Leadership (INLP) sponsored by the Gordon and Betty Moore Foundation
- Continued to actively participate in the California Coalition for Nursing Outcomes (CALNOC) to improve patient care and

quality in the Medical- Surgical Department and Intensive Care Unit

- Continued to achieve better than the national benchmark in the number and severity of patient falls
- Continued working with HMA Lower Level of Care in reducing administrative patient days in the Medical-Surgical Unit
- Continued working collaboratively with the Mental Health Department, Aging and Adult Services and Case Management in helping residents transition back into the community

Story Behind Performance

Two new measures have been added starting in FY 2009-10. The number of Administrative Patient Days pertains to the number of days that a patient spends admitted but without medical indications. These include patients who are admitted for social reasons or who cannot be placed into a lower level of care. The Medical Center receives a much smaller amount of money from the various payor sources for Administrative Patient Days and is therefore an indicator for discharge planning efficiency.

The other new performance measure is the percent of time state nursing ratio is met for Medical-Surgical and ICU within 24 hour periods. Nurse staffing ratios are mandated by California state law, and requires that each nurse have no more than five patients in the acute care setting. Staffing ratios are sometimes difficult to meet because of unexpected absences or a sudden increase in patient admissions. The percent of time that the state nursing ratio is met essentially determines the percent of time that patient care units are appropriately staffed.

ICU has implemented bedside rounds to improve collaborative work in a more organized and efficient manner. Bedside rounds approach patient and family care through effective communication and goal directed solutions. The ICU is also implementing an admissions standard wherein critical patients in the ER arrive at the ICU within 90 minutes of bed assignment. The movement of patients to necessary levels of care without delay is a primary goal of the ICU and both these projects are predicted to improve patient outcomes.

Multi-disciplinary daily Stand Up Rounds were implemented throughout all Patient Care services and divisions. The collaborative efforts of the charge nurses and other ancillary services members make communication within the system more effective and team-oriented. Patient census and other issues are discussed with the purpose of finding immediate resolutions and mechanisms to improve patient care and satisfaction.

Patient Care works with the Human Resources Service to ensure that vacancy rates remain low and works to provide on-going education through nursing clinical skills labs. Nursing skills labs and in-services help maintain a high level of expertise and competencies to meet California Department of Health and Joint Commission regulatory mandates. These training regimens have increased staff self-confidence and proficiency, thus improving overall nursing care. The Medical Center also participates as a hospital nursing internship

program with a few Bay Area nursing schools. These projects serve to make the SMMC an employer of choice, therefore maintaining nursing vacancy rates at low levels.

Patient Care also participates in the Integrated Nurse Leadership (INLP), which sponsors the "Two Units in Two Years = Zero Medication Error" Initiative. The INLP Program has reduced medication errors by instituting a number of initiatives including the creation of colorful posters that remind patients and staff not to interrupt nurses while medication are being administered to their patients. Reductions in medication errors will also serve to improve patient care and satisfaction.

In the Surgery Unit, the implementation of the Navigation System provides a software solution that allows surgeons to accurately track, analyze, and monitor instrumentation relative to a patient's anatomy during surgical procedures to enhance patient outcomes. With this computerized assisted surgery, patients have improved stability, improved outcomes, and shorter hospital stays. The Navigation System is also used in Cranial surgery where it provides a unique 3-D image of the patient anatomy to more accurately visualize the brain, its vasculature, sinuses, and potential tumors. This technology is utilized by Neurosurgery, Orthopedics and in certain Ear, Nose, and Throat procedures. Usage of this technology results in better patient outcomes, improved patient safety, and a shorter average length of stay in the hospital.

Two projects were implemented in ER, namely Provider at Triage (PAT) and Rapid Medical Evaluation (RME). These projects resulted in more timely evaluation of patients leading to a decrease in the number of patients leaving without being seen and an increase in overall patient satisfaction. These initiatives improve patient service, staff satisfaction and efficiency of patient flow.

Major challenges over the next two years will be:

- To handle increasing patient volume due to the current economic recession
- 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 fill positions in specialty areas such as the Operating Room, ER and Intensive Care Unit, in the face of a general nursing shortages and marketplace competition wherein private sector salary and benefit packages are commonly more attractive
- To find outside placements and resources for some administrative day patients
- To sustain satisfactory service delivery in the face of diminishing financial resources and increasing operational costs
- To control outside labor and premium contract costs
- To cope with increasing regulatory requirements from various external agencies
- To manage census wherein case managers need to balance between appropriate levels of care and reducing administrative days

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 (OR)
- Use placement registry nurses only on an as needed basis
- Continue to work with schools in the Bay Area and workforce coalitions to increase 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 OR 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

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of inpatient days | 27,855 | 27,775 | 27,010 | 27,010 | 27,010 |
| Number of surgeries | 2,390 | 2,379 | 2,340 | 2,340 | 2,340 |
| Number of Administrative Day Patients | 2,711 | 2,580 | 1,453 | 1,497 | 1,497 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Nursing vacancy rate | 14% | 9% | 8% | 12% | 12% |
| Percent of time state nursing ratio is met for Medical-Surgical and Intensive Care Units within 24 hour periods | --- | --- | 90% | 90% | 90% |
| Percent of inpatient days by payor source: | | | | | |
| - County | 12% | 16% | 33% | 33% | 33% |
| - Medi-Cal / Medicare | 69% | 76% | 58% | 58% | 58% |
| - Other payor sources | 19% | 8% | 9% | 9% | 9% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of patients with pneumonia that have received a pneumococcal vaccination ⁽¹⁾ | 91% | 46% | 75% | 75% | 75% |
| Percent of customer survey respondents rating services good or better ⁽²⁾ | 91% | 82% | 90% | 90% | 90% |

⁽¹⁾ Data collection issues caused a decline to 46% in FY 2007-08.

⁽²⁾ Increase in sample size resulted in a decline in FY 2007-08.

Patient Care Services (6610B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 187.0 | 179.0 | 180.0 | 175.0 | (5.0) | 175.0 |
| Funded FTE | 168.6 | 154.9 | 156.5 | 152.0 | (4.5) | 152.0 |
| Total Requirements | 32,469,160 | 35,763,955 | 36,389,692 | 36,091,433 | (298,259) | 36,021,216 |
| Total Sources | 86,850,055 | 103,282,040 | 116,835,490 | 94,010,323 | (22,825,167) | 94,010,323 |
| Net County Cost | (54,380,895) | (67,518,085) | (80,445,798) | (57,918,890) | 22,526,908 | (57,989,107) |

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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC), inflation for purchased services, and inflation for supplies and other non-labor expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 41,405 | 1,488,512 | 0 | 0 | 1,447,107 | 0 |

2. Adjustments to Reflect Operational Requirements

Revenues are expected to decrease as a result of the creation of the Psychiatry Services Program and the subsequent move of the new unit's revenues from Patient Care Services. In addition, gross patient revenues were adjusted to align to prior years' performance and projected volumes. Most Patient Care Services divisions have reduced requirements for supplies, purchased services, extra-help and overtime, and general administrative expenditures in an effort to eliminate the budget deficit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (42,449,553) | (641,580) | 0 | 0 | 41,807,973 | 0 |

3. Third Party Administration of the WELL and ACE Programs

The gross revenues for patient care services provided under the WELL and Access Care for Everyone (ACE) programs resides in this budget unit. There is no impact on medical services provided to patients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 19,582,981 | 0 | 0 | 0 | (19,582,981) | 0 |

4. Reduction in Workforce - Position Deletions

Positions have been deleted to reduce labor expenditures. The five identified positions are all vacant: a Medical Services Assistant I, a Clinical Nurse, two Staff Nurses, and a Charge Nurse.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (518,268) | 0 | 0 | (518,268) | (5) |

5. Medical Supplies Expense Reductions

The medical supplies budget has been reduced by utilizing Amerinet contract compliance standards, which will result in additional savings, contract improvements and supply-waste reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (333,757) | 0 | 0 | (333,757) | 0 |

6. Reduction in Workforce - Position Freezes

Positions have been frozen to reduce labor expenditures and maintain the required vacancy rate. Positions with minimal impact to performance were selected to be frozen. These positions include the vacant position of a Clinical Services Manager and a vacant Charge Nurse.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (293,166) | 0 | 0 | (293,166) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (22,825,167) | (298,259) | 0 | 0 | 22,526,908 | (5) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 retirement benefits and retiree health cost increases, and the reduction in County General Fund subsidy of \$4.4 million. The Medical Center expects to make up this gap with a combination of Redesign Initiatives and expenditure reductions, specifically in salary savings. However, these changes will require more information and extensive planning about service reductions that will most likely be affected.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (70,217) | 0 | 0 | (70,217) | 0 |

Psychiatry Services (6620B)

Program Locator

County

Healthy Community

Health System-San Mateo Medical Center

Administrative and Quality Management Services

Patient Care Services



Psychiatry Services

Clinical Ancillary and Support Services

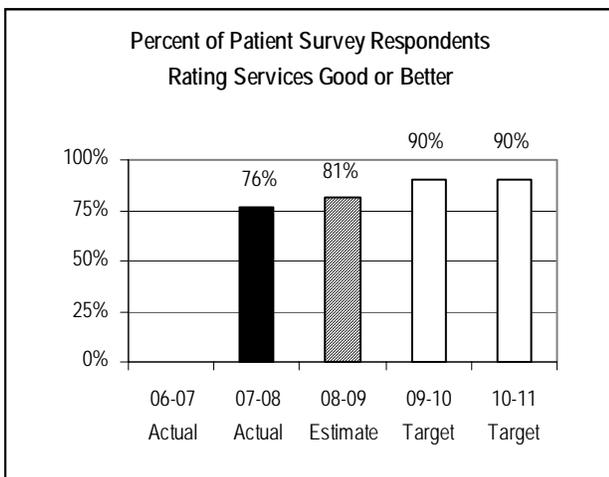
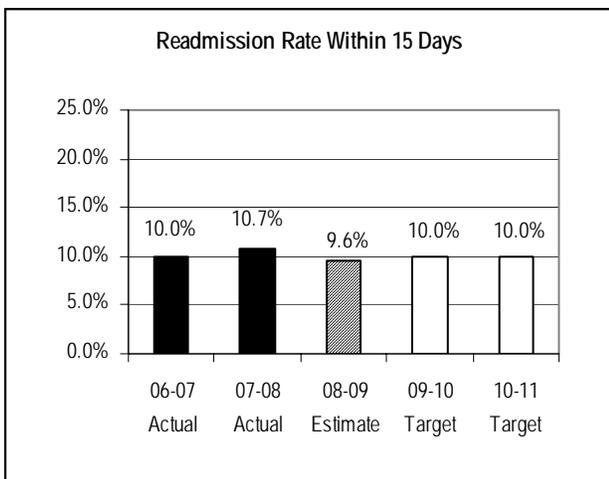
Long-Term Care Services

Ambulatory Services

Medical Center Capital Purchases

Contributions to Medical Center

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 supports the mental health needs of individuals and families at the San Mateo and Burlingame Long-term Care campuses of SMMC through three main service lines: Psychiatric Emergency Services; an inpatient acute psychiatric hospital unit; and the Medical-Psychiatry Program. These functions primarily contribute to the Shared Vision of a Healthy Community by 2025. Working in close partnership with and in consultation to 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; attention and resources; develops and implements clinical programs to meet directly those needs; participates in the ongoing, inter-service quality improvement and business enhancement efforts at SMMC; provides 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 Room. 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 socioeconomic 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:

- Developed a patient welcoming policy and co-occurring disorders training seminar
- Improved financial management processes program-wide, including enhancements in accounting, billing and collections, and professional staffing methodologies
- Collaborated with Behavioral Health and Recovery Services and Aging and Adult Services in a comprehensive review of clinical and resource issues related to individuals served in common by all three agencies; conducted a detailed financial and practical analysis of alternatives for reducing unnecessary acute hospitalization

- Implemented a new patient observation policy to improve safety and conducted remodeling of the unit to reduce risk of patient self-harm
- Trained in co-occurring disorders assessment and motivational interviewing
- Added a consumer-run support group and 6 additional staff-led strengths-based groups for patients
- Incorporated Joint Commission core measures for acute psychiatric units into the program's quality plan
- Decreased significantly the use of overtime and registry nursing staff
- Inaugurated an embedded, County-run psychiatry / mental health service at the Burlingame Long-Term Care (BLTC) campus of SMMC; as of December 2008, over 1/3 of BLTC patients are followed by the Medical-Psychiatry Program
- Assumed County-wide responsibility for training clinical psychologists (Ph.D. / Psy.D.), which was previously run by BHRS

Story Behind Performance

The mission and performance of the Psychiatry Program was invigorated over the past year by the creation of a new Deputy Director position specific to the program. Leadership, program managers and staff have mobilized to undertake major initiatives in the areas of recovery and wellness; clinical care and quality; safety and security; and utilization and financial stewardship.

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. An entirely new program of mental health services at Burlingame Long-Term Care was brought on line within just three months; it now serves more than one-third of all the patients residing there. Patient satisfaction surveys, patient complaints and patient requests for physician changes are analyzed and reported out at monthly quality meetings. Both statistical trends and individual complaints and requests are dealt with in a timely and expeditious manner. The expansion of psychiatric services, as well as the close monitoring of patient experience indicators, are expected to improve patient satisfactions scores in the future.

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 improved from FY 2007-08 to FY 2008-09 and is within target levels and indicates an effective psychiatric treatment program.

Major challenges over the next two years will be:

- To cope with the current severe financial constraints on all County services
- To develop and expand throughout the program, staff awareness and skills in the areas of wellness and recovery, co-occurring disorders, motivational interviewing, cultural competence, and violence prevention and response
- To further improve and stabilize our billing, collection, and accounting efforts to maximize financial efficiency
- To locate and / or develop improved resources at less expensive, lower levels of care, appropriate to the complex needs of our patients
- To improve the application of our technological resources in the clinical and financial / utilization domains
- To collaborate effectively with BHRS and other outpatient service providers and with non-psychiatric services at SMMC

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 updated patient satisfaction tool
- Work with client focus groups to identify client needs and program improvements.

Complete Training of All Permanent Staff in Wellness and Recovery and Co-Occurring Disorders

- Review and revise training seminar and refresher curriculum
- Schedule training
- Seek input from staff as to most effective training methods and clinically-relevant skills

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of inpatient days | 11,427 | 11,445 | 11,410 | 11,315 | 11,315 |
| Number of visits | 2,586 | 3,136 | 3,002 | 3,100 | 3,100 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of Psychiatric Emergency Services stays less than 24 hours | 5.5% | 7.6% | 4.8% | 5.5% | 5.5% |
| Percent of services by payor source: | | | | | |
| - County | 16% | 22% | 33% | 31% | 31% |
| - Medi-Cal / Medicare | 80% | 75% | 66% | 68% | 68% |
| - Other payor sources | 4% | 3% | 1% | 1% | 1% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Readmission rate within 15 days | 10.0% | 10.7% | 9.6% | 10.0% | 10.0% |
| Percent of patient survey respondents rating services good or better | --- | 76% | 81% | 90% | 90% |

Psychiatry Services (6620B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 81.0 | 82.0 | 82.0 | 77.0 | (5.0) | 77.0 |
| Funded FTE | 64.2 | 66.4 | 67.9 | 65.3 | (2.6) | 65.3 |
| Total Requirements | 11,325,157 | 12,069,243 | 12,503,963 | 12,800,853 | 296,890 | 12,495,652 |
| Total Sources | 19,974,448 | 20,653,659 | 25,339,056 | 20,349,549 | (4,989,507) | 20,349,549 |
| Net County Cost | (8,649,291) | (8,584,416) | (12,835,093) | (7,548,696) | 5,286,397 | (7,853,897) |

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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); inflation for purchased services; and inflation for supplies and other non-labor expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 17,565 | 529,722 | 0 | 0 | 512,157 | 0 |

2. Adjustments to Reflect Operational Requirements

Revenues are expected to decrease due to the adjustment of gross patient revenues with prior years' performance and projected volumes. Most divisions with Psychiatry Services have reduced requirements for supplies, purchased services, overtime, and general administrative expenditures in an effort to eliminate the budget deficit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (5,007,072) | (106,725) | 0 | 0 | 4,900,347 | 0 |

3. Behavioral Health Recovery Services (BHRS) Contribution

Funds obtained by BHRS, which are budgeted in Administrative and Quality Management Services, will support the addition of a new Psychologist, as well as absorb the costs for an existing Psychologist, a Hospital Unit Coordinator, and an extra-help Psychologist I. The funds will be used to provide substance abuse assessments and treatments to Medical Center outpatients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 300,000 | 0 | 0 | 300,000 | 1 |

4. Reduction in Workforce - Acute Psychiatry Census Management

The census of the Acute Psychiatry unit will be lowered from the current 34 beds to 30 beds. Currently, 59% of the days in this unit are classified as "administrative" for which the Medical Center receives minimal or no reimbursement. As less staffing will be required by the lower census, the result will be the deletion of four filled Licensed Vocational Nurse positions. The impact to performance will be minimized due to the lower census.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (270,390) | 0 | 0 | (270,390) | (4) |

5. Reduction in Workforce

Positions have been deleted to reduce labor expenditures. A thorough review of the Medical Center's staffing requirements determined that the elimination of these positions would have minimal impact on service delivery. The two identified positions include a vacant Community Program Specialist III, and a vacant Crisis Team Technician.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (151,146) | 0 | 0 | (151,146) | (2) |

6. Medical Supplies Expense Reductions

The medical supplies budget has been reduced by utilizing the Amerinet contract compliance standards, which will result in additional savings, contract improvements and supply-waste reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (4,571) | 0 | 0 | (4,571) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (4,989,507) | 296,890 | 0 | 0 | 5,286,397 | (5) |

FY 2010-11 Program Funding Adjustments

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

7. Adjustments to Reflect Operational Requirements

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of retirement benefits and retiree health cost increases, and the reduction in County General Fund subsidy of \$4.4 million. The Medical Center expects to make up this gap with a combination of Redesign Initiatives and expenditure reductions, specifically in salary savings. However, these changes will require more information and extensive planning about service reductions that will most likely be affected.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (305,201) | 0 | 0 | (305,201) | 0 |

Clinical Ancillary and Support Services (6640B)

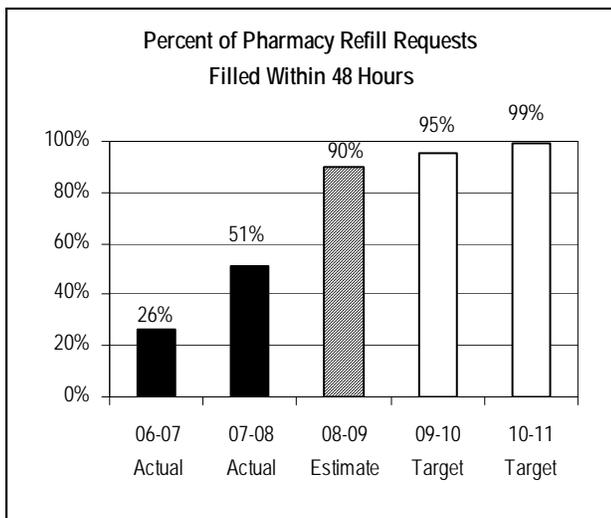
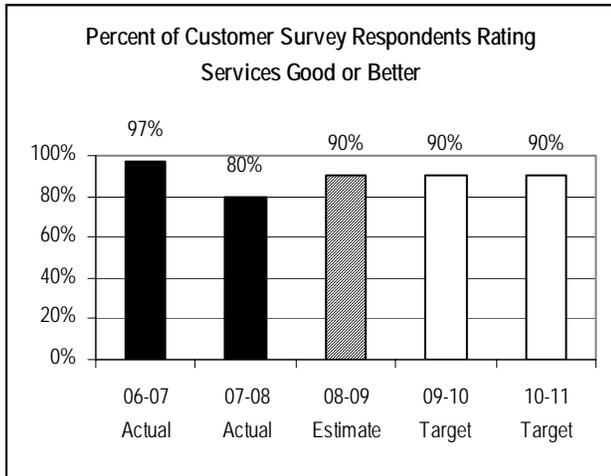
Program Locator

- County
 - Healthy Community
 - Health System-San Mateo Medical Center
 - Administrative and Quality Management Services
 - Patient Care Services
 - Psychiatry Services
 - ▶ **Clinical Ancillary and Support Services**
 - Long-Term Care Services
 - Ambulatory Services
 - Medical Center Capital Purchases
 - Contributions to Medical Center

Program Outcome Statement

The Clinical Ancillary and Support Services Program (CASS) supports all other programs at the San Mateo Medical Center. 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, clean facilities in a fiscally responsible manner to ensure the health and well-being of clients, patients and staff.

Headline Measures



Services and Accomplishments

CASS includes six Clinical Ancillary Services: Diagnostic Imaging, Laboratory, Pharmacy, Rehabilitation and Creative Arts Recreation Therapy, and Food and Nutrition Unit (FNU) as well as seven Support Services including Materials Management, Environmental Services, Facilities and Engineering, Safety, Security, Clinical Trials and Research, and Biomedical Engineering. These functions primarily contribute to the Shared Vision of a Healthy Community by 2025. SMMC clinical staff are 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.

The following are major accomplishments in the current year:

- Completed the Joint Commission and CMS Validation Surveys with 100% compliance rating for the following validation focus areas: Safety, Security, Hazardous Material, Utilities (power, heating, and cooling systems), Bio-Medical Equipment, Fire Life Safety, and Emergency / Disaster / Catastrophe Preparedness
- Implemented Energy Conservation Program by switching to energy efficient lighting, temperature adjustments, and economizer function and was awarded an \$85,000 rebate check from PG&E and the Association of Bay Area Governments for these efficiency measures
- Provided treatment and medication for 236 patients with advanced disease at no cost to the patient or County through the efforts of the Clinical Trials and Research unit, which offset the burden of an estimated total of \$360,000 from third-party payors
- Provided meals and nutrition services to children, seniors, acute care patients and long-term residents through the Meals-on-Wheels, Child Nutrition Program, and Health Plan of San Mateo (HPSM) Post Surgery Meals program while also meeting State regulatory compliance for temperature control in the kitchen
- Installed a new blood bank software system, Hemocare and LifeLine (HCLL) by Mediware, which required compliance with rigorous FDA validation standards
- Implemented a process of receiving prescriptions from providers electronically which reduces the risk of medication errors due to misreading physician handwriting and improves formulary compliance which helps to keep overall drug spending more in line with the budget

- Completed the annual state survey process with a rating of “met or exceeded compliance” for the Rehabilitation and Creative Arts and Recreation Therapy Unit
- Implemented Green Initiatives, which has decreased the amount of waste and cost for disposal from the previous year by 14% (640.58 to 390.40 tons) by providing recycling bins throughout the Medical Center

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.

Patient satisfaction data was 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. These strategies are projected to improve overall satisfaction in Ancillary and Support Services.

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 San Mateo Medical Center 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 Unit (FNU). The FNU 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. In January 2009, FNU

is projected to provide up to 1,040 post surgery patients meals for Health Plan of San Mateo. FNU also provides 8,030 meals to the residents of Palm Avenue Detoxification facility. FY 2009-10 revenue projections for these programs are \$1.4 million annually. FNU has increased nutrition counseling to seniors, patients, and children by 15% with the addition of these programs. FNU has also increased its production and efficiency over the past year while reducing labor costs. In short FNU will perform more with less. The addition of the new Cook / Chill system, which is scheduled to be implemented in early 2009, will allow FNU to maintain a high level of performance, reduce cost, and improve patient satisfaction.

The average turn-around time for radiology results is measured from the time an x-ray study is completed to the time the results are transcribed and available and has been included as a new measure. The turn-around times have been improving from FY 2006-07 to FY 2007-08 through the implementation of voice recognition software wherein a computer instantaneously transcribes physician dictation and are edited by the radiologist immediately after dictation, therefore cutting the average dictation to transcription times to practically zero for many cases. Certain radiological results are delayed, however, because of film borrowing and off-hours procedures. The current turn-around time is well within target ranges and will continue to be monitored and maintained.

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. Timely preventive maintenance of equipment is a mandated regulatory compliance issue, essentially to avoid instances wherein equipment breaks down as it is being used or when seriously needed. Two new measures related to preventive maintenance tasks have been added for this purpose and the Medical Center, through its vendor, General Electric, has comfortably outperformed regulatory targets.

Major challenges over the next two years will be:

- To recruit and retain qualified professionals within limited resources and to remain competitive with compensation packages available at non-public hospitals
- To maintain aging facilities despite the lack of funding for repairs/renovations (e.g. BLTC, Fair Oaks, and Coast Side Clinic)
- To keep pace with costly and rapid changes in technology in the face of a lack of a capital budget
- To maintain quality of service with increased demand for services based on current economy and projected County structural deficit
- To improve treatment outcomes for patients with reduction of federal and state funding
- To continue to re-engineer workflow, improve efficiency and reduce costs
- To respond to increasingly frequent and stringent surveys by the Joint Commission, California Department of Public Health and other Federal and State agencies

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, 2010

- 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

Improve Overall Peer Service Satisfaction Rate

- Achieve at least 3.8 of 5.0 rating for all Clinical Ancillary and Support Services Program functional units
- Achieve 95% compliance for all staff to pass fire, safety module post test and 100% compliance with all required fire drills
- Reduce the number of Security Incidents by 10%

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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of lab tests | 330,718 | 349,821 | 393,840 | 416,589 | 416,589 |
| Number of imaging procedures | 52,726 | 54,194 | 53,394 | 54,996 | 54,996 |
| Number of total pharmacy orders | 851,384 | 1,143,358 | 988,990 | 1,038,440 | 1,038,440 |
| Number of meals served | --- | --- | 724,185 | 901,550 | 1,000,100 |
| Number of preventive maintenance tasks scheduled | --- | --- | 2,091 | 2,100 | 2,100 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of pharmacy refill requests filled within 48 hours | --- | --- | 90% | 95% | 99% |
| Average hour turnaround time for radiology results | --- | --- | 6:09 | 8:00 | 8:00 |
| Percent of meals provided at regulatory temperatures | --- | --- | 100% | 100% | 100% |
| Percent of preventive maintenance tasks completed within regulatory time frames | --- | --- | 98% | 95% | 95% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of patient customer survey respondents rating services good or better | 97% | 80% | 90% | 90% | 90% |

Clinical Ancillary and Support Services (6640B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 245.0 | 237.0 | 255.0 | 247.0 | (8.0) | 247.0 |
| Funded FTE | 240.0 | 232.3 | 252.6 | 241.2 | (11.4) | 241.2 |
| Total Requirements | 48,274,038 | 49,543,121 | 51,968,201 | 50,497,978 | (1,470,223) | 50,861,249 |
| Total Sources | 80,845,750 | 78,031,102 | 90,174,810 | 77,179,500 | (12,995,310) | 77,179,500 |
| Net County Cost | (32,571,712) | (28,487,981) | (38,206,609) | (26,681,522) | 11,525,087 | (26,318,251) |

Discretionary Net County Cost

The County's General Fund contributions to SMMC are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Clinical Ancillary and Support Services Program 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); inflation for purchased services; and inflation for supplies and other non-labor expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 711,929 | 3,049,745 | 0 | 0 | 2,337,816 | 0 |

2. Adjustments to Reflect Operational Requirements

Revenues are expected to decrease due to the adjustment of 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 eliminate the budget deficit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (29,794,064) | (1,773,975) | 0 | 0 | 28,020,089 | 0 |

3. Third Party Administration of the WELL and ACE Programs

The gross revenues for clinical ancillary services provided under the WELL and Access Care for Everyone (ACE) programs resides in this budget unit. There is no impact on medical services provided to patients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 16,026,825 | 0 | 0 | 0 | (16,026,825) | 0 |

4. Reduction in Workforce - Position Freezes

Sixteen positions have been frozen to reduce labor expenditures and maintain the required vacancy rate. Positions with minimal impact to performance were selected to be frozen. The vacant positions from the Clinical Ancillary units include a Psychologist II, a Clinical Laboratory Scientist II, two Imaging Specialists IIs, a Lead Radiologist Technician, a Radiology Assistant, two Patient Services Assistants IIs, a Rehabilitation Clinical Services Manager, a Physical Therapist II, a Therapy Assistant, a Therapy Aide, and a Creative Arts Therapist. The vacant positions from the Support units include three Custodians.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (1,455,604) | 0 | 0 | (1,455,604) | 0 |

5. Closure of Clinical Trials and Research Unit

The Clinical Trials and Research Unit was expected to be cost-neutral. However, it has been unable to raise sufficient grants to fully cover all expenditures. Five positions will be eliminated; four are filled and one is vacant. The filled positions include: one Community Program Specialist II, one Community Program Specialist III, one Medical Office Specialist, and one Communicable Disease Investigator. The Epidemiologist position is vacant. The impact of this is expected to be minimal as the unit does not provide patient critical care services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (489,747) | 0 | 0 | (489,747) | (5) |

6. Clinical Ancillary Efficiencies

Three positions have been frozen and the drug expenditure budget has been reduced. The three positions include one vacant Pharmacist, one vacant Laboratory Assistant II, and one vacant Patient Services Assistant II. Despite efforts to ensure that staffing is done as efficiently as possible, the Medical Center will face challenges as it endeavors to minimize disruptions in patient service. The reduction in the drug expenditure budget is not expected to have any impact on operations. This reduction was achieved by the success of the pharmaceutical patient assistance program and the extension of the 340B drug program, which is a pricing program that allows the Medical Center to purchase drugs for outpatients at significantly discounted prices to the emergency and short-stay departments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (399,091) | 0 | 0 | (399,091) | 0 |

7. Reduction in Workforce - Position Deletions

Positions have been deleted to reduce labor expenditures. A thorough review of the Medical Center's staffing requirements determined that the elimination of these positions would have minimal impact on service delivery. The three identified positions include: one vacant: Medical Services Assistant II, and two vacant Custodian positions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (203,151) | 0 | 0 | (203,151) | (3) |

8. Laboratory Contract Savings and Utilization Management

SMMC will be implementing a blood management program due to increasing costs of blood products transfused. In addition, as laboratory testing has evolved, the Medical Center has experienced increases in physician requests for esoteric and genetic tests. The Laboratory Department is working to implement a reference test formulary and utilization review to control spending.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (155,000) | 0 | 0 | (155,000) | 0 |

9. Cafeteria Food Price Increase

The cafeteria will be increasing food prices to offset its growing operational costs. While the increase will keep prices comparable to surrounding eateries and neighboring hospitals, this will have a direct impact on patients, employees and visitors.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 60,000 | 0 | 0 | 0 | (60,000) | 0 |

10. Medical Supplies Expense Reductions

The medical supplies budget has been reduced by utilizing Amerinet contract compliance standards, which will result in additional savings, contract improvements and supply-waste reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (43,400) | 0 | 0 | (43,400) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (12,995,310) | (1,470,223) | 0 | 0 | 11,525,087 | (8) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 retirement benefits and retiree health cost increases, and the reduction in County General Fund subsidy of \$4.4 million. The Medical Center expects to make up this gap with a combination of Healthcare Redesign Initiatives and expenditure reductions, specifically in salary savings. However, these changes will require more information and extensive planning about service reductions that will most likely be affected.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 363,271 | 0 | 0 | 363,271 | 0 |

Long-Term Care Services (6680B)

Program Locator

- County
 - Healthy Community
 - Health System-San Mateo Medical Center
 - Administrative and Quality Management Services
 - Patient Care Services
 - Psychiatry Services
 - Clinical Ancillary and Support Services
 - ▶ **Long-Term Care Services**
 - Ambulatory Services
 - Medical Center Capital Purchases
 - Contributions to Medical Center

Program Outcome Statement

Long-Term Care (LTC) Services provides licensed nursing care and rehabilitation services on a 24-hour basis to residents 18 years and older so that their long-term health care needs are met with dignity and privacy in a safe, comfortable, and compassionate environment.

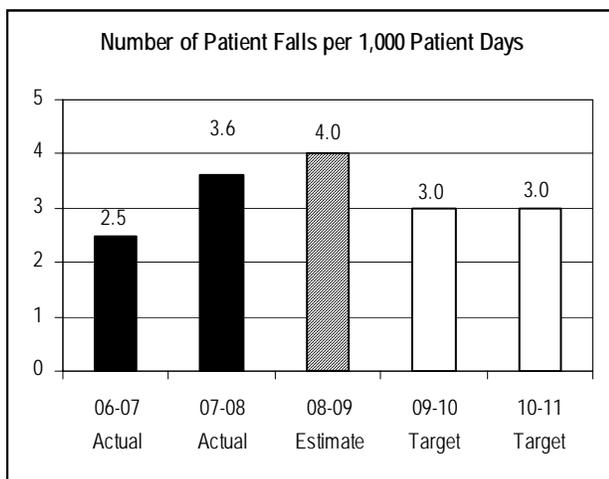
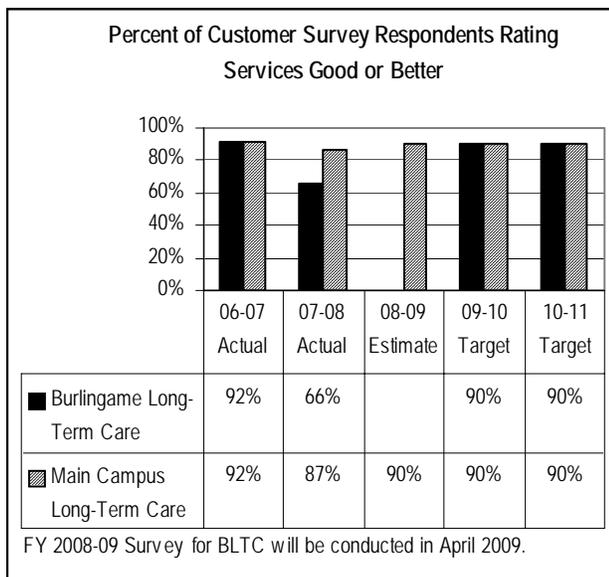
Services and Accomplishments

LTC Services operates two Skilled Nursing Facilities (SNF) providing long-term nursing care and rehabilitation on a 24/7 basis. These functions primarily contribute to the Shared Vision of a Healthy Community by 2025. The two campuses have a combined licensed occupancy of 345 beds—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
- Maintained physical restraint-free environments at both campuses
- Performed at better than benchmarks in infection control
- Continued upgrades of the Burlingame Long-Term Care physical plant
- Maintained a better than average rate of pressure ulcers among residents (less than 2%)

Headline Measures



Story Behind Performance

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.

Burlingame Long-Term Care patient satisfaction data is unavailable for FY 2008-09 because the entire facility only conducts a patient satisfaction survey once a year in April. As of this writing, no data can be extracted from Burlingame Long-Term Care residents.

Patient satisfaction results analysis indicates that dissatisfaction is primarily due to food quality, with some surveys specifically referring to the temperature and timeliness of food delivery. Residents are often on certain dietary restrictions such as low salt and low fat diets which may contribute somewhat to dissatisfaction. The new cook-chill system being implemented by the Food and Nutrition Unit may improve the quality of food at both the Long-Term Care units

because the food will be delivered chilled and then heated on site rather than being cooked and then delivered by truck. Other strategies on improving patient satisfaction relate to improving call bell response time.

An important goal of the Long-Term Care Services is to minimize patient falls through preventive measures. These include physical therapy evaluation, restorative nursing, observation, safety devices including bed alarms, inspection of wheelchairs and walkers, physician evaluation of medications that might lead to instability, and general safety education for both staff and residents. Implementation of the Falling Leaves project has reinforced and improved these preventive measures.

The number of falls per 1000 patient days has increased from FY 2006-07 to FY 2008-09. Much of the increase in FY 2008-09 has been due to a very small number of non-compliant patients who fell repeatedly despite interventions. Proper discharge planning of these patients may result in an improved falls rate in the next fiscal year as these patients are moved to a more appropriate levels of care.

Major challenges over the next two years will be:

- To build and maintain the necessary patient census volume at Burlingame Long-Term Care (BLTC) to meet projections and budgetary requirements
- To complete construction and campus improvements at BLTC
- To meet the Life Safety Standards: 2000 regulations for both campuses through development of protocols, policies, and structural improvements
- To continue to develop programs to meet the specific needs of a diverse resident population
- To maintain service and clinical quality while balancing financial requirements

Program Objectives

Long-Term Care Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rate of at Least 90% at Both Campuses

- Review prior survey results and develop and monitor corrective plans
- Ensure all systems and programs are in place to meet patient safety and regulatory requirements

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

Increase Occupancy to 268 at BLTC

- Implement an operational plan for campus management
- Develop community contacts and marketing strategies for promotion of available services
- Improve collaboration with outside agencies

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Average daily census | | | | | |
| - Burlingame Long-Term Care | 248 | 261 | 260 | 268 | 268 |
| - Main Campus Long-Term Care | 57 | 32 | 30 | 30 | 30 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Cost per patient day (data development) | --- | --- | --- | --- | --- |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of patient falls per 1,000 patient days | 2.5 | 3.6 | 4.0 | 3.0 | 3.0 |
| Percent of customer survey respondents rating services good or better: | | | | | |
| - Burlingame Long-Term Care ⁽¹⁾ | 92% | 66% | --- | 90% | 90% |
| - Main Campus Long-Term Care | 92% | 87% | 90% | 90% | 90% |

(1) The decrease in FY 2007-08 is due to the increased number of surveys conducted and complaints related to response time and the quality of food. The survey for FY 2008-09 will be conducted in April 2009.

Long-Term Care Services (6680B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|---------------------|---------------------|---------------------|------------------------|--------------------|------------------------|
| Salary Resolution | 291.0 | 272.0 | 272.0 | 267.0 | (5.0) | 267.0 |
| Funded FTE | 227.6 | 219.6 | 215.3 | 213.6 | (1.8) | 213.6 |
| Total Requirements | 29,321,191 | 29,188,011 | 27,669,000 | 28,792,068 | 1,123,068 | 29,324,218 |
| Total Sources | 70,651,437 | 68,329,297 | 78,818,223 | 69,997,242 | (8,820,981) | 69,997,242 |
| Net County Cost | (41,330,246) | (39,141,286) | (51,149,223) | (41,205,174) | 9,944,049 | (40,673,024) |

Discretionary Net County Cost

The County's General Fund contributions to SMMC are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. LTC Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at negotiated or pre-determined rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); inflation for purchased services; and inflation for supplies and other non-labor expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 14,882 | 1,480,163 | 0 | 0 | 1,465,281 | 0 |

2. Adjustments to Reflect Operational Requirements

Revenues are expected to decrease due to the adjustment of gross patient revenues prior years' performance and projected volumes. Appropriations have been adjusted to reflect additional operational needs most notably in extra-help and rental charges. Reductions have been made to several non-critical patient care expense categories in an effort to eliminate the budget deficit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (8,835,863) | 179,452 | 0 | 0 | 9,015,315 | 0 |

3. Reduction in Workforce - Staffing Ratio Compliance

The Medical Center has been staffing the Burlingame Long-Term Care Unit at a higher level than the state-mandated ratio of nursing staff to patient count. Three filled Staff Nurse positions will be eliminated to bring the Medical Center closer to the state ratio and reduce costs. The Medical Center does not expect any impact on performance as the reduction only brings the nurse staffing to state-mandated levels.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (220,587) | 0 | 0 | (220,587) | (3) |

4. Reduction in Workforce - Position Freezes

Several vacant positions have been frozen to reduce labor expenditures and maintain the required vacancy rate. Positions with minimal impact to performance were selected to be frozen. These include three vacant Medical Services Assistant II positions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (139,799) | 0 | 0 | (139,799) | 0 |

5. Reduction in Workforce - Position Deletions

Specific positions have been deleted to reduce labor expenditures. A thorough review of the Medical Center's staffing requirements determined that the elimination of these positions would have minimal impact on service delivery. The two identified Staff Nurse positions are vacant.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (132,786) | 0 | 0 | (132,786) | (2) |

6. Medical Supplies Expense Reductions

The medical supplies budget has been reduced by utilizing the Amerinet contract compliance standards, which will result in additional savings, contract improvements and supply-waste reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (43,375) | 0 | 0 | (43,375) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (8,820,981) | 1,123,068 | 0 | 0 | 9,944,049 | (5) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 retirement benefits and retiree health cost increases, and the reduction in County General Fund subsidy of \$4.4 million. The Medical Center expects to make up this gap with a combination of Redesign Initiatives and expenditure reductions, specifically in salary savings. However, these changes will require more information and extensive planning about service reductions that will most likely be affected.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 532,150 | 0 | 0 | 532,150 | 0 |

Ambulatory Services (6850B)

Program Locator

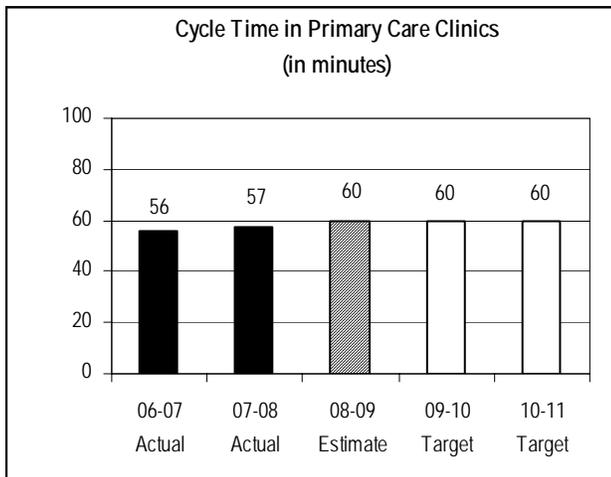
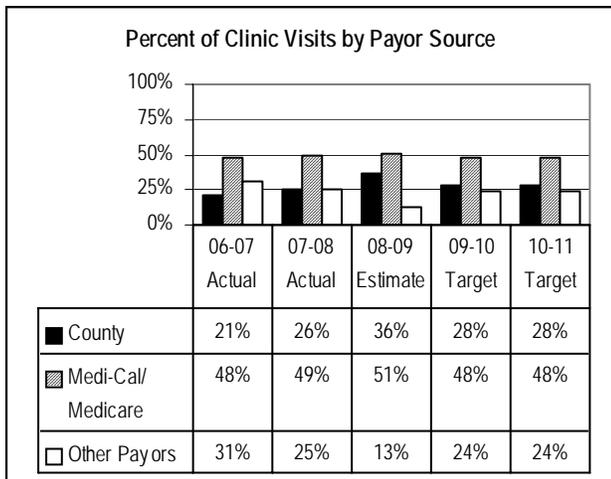
County

- Healthy Community
 - Health System-San Mateo Medical Center
 - Administrative and Quality Management Services
 - Patient Care Services
 - Psychiatry Services
 - Clinical Ancillary and Support Services
 - Long-Term Care Services
 - ▶ **Ambulatory Services**
 - Medical Center Capital Purchases
 - Contributions to Medical Center

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.

Headline Measures



Services and Accomplishments

Ambulatory Services Program (ASP) operates 11 clinics throughout the County that provide primary healthcare, preventive services, and limited public health services. Geographically, this includes three North County Clinics (Daly City Clinic, South San Francisco Clinic, and Daly City Youth Health Center); four Mid-County clinics (Main Campus Health Center, 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). These functions primarily contribute to the Shared Vision of a Healthy Community by 2025. At the Main Campus Clinics, a full range of medical and surgical sub-specialty services are provided. Ambulatory Services also works with the Health Department's Edison Clinic located at San Mateo Medical Center's Main Campus to provide HIV, STD, and general infectious disease services.

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 / 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.

The following are major accomplishments in the current year:

- Enrolled approximately 6,000 uninsured individuals since September, 2007, in the Access Care for Everyone (ACE) Program as part of the Coverage Initiative grant from the State of California
- Increased non-county payor source through the implementation of an initiative to increase capture of Medi-Cal Minor Consent revenue at the Daly City Youth Health Center and the Sequoia Teen Wellness Center
- Renovated and redesigned the Fair Oaks Children's Clinic to improve the effectiveness of care for patients and partnered with the Sequoia Union High School District to replace the Sequoia Teen Wellness Center
- Completed design build of the new Ambulatory Electronic Medical Record (AEMR)

- Received a grant from the Safety Net Institute to implement a pilot program of e-prescribing at Daly City Clinic and the Main Campus Primary Care Clinic
- Received Access to Specialty Care planning and implementation grants from the Kaiser Permanente Foundation to implement policies, strategies, and activities that increase access and / or reduce demand for specialty care for the uninsured
- Participated in the California Primary Care Association (CPCA) "Optimizing Primary Care Collaborative", which focuses upon Access and Redesign principles to improve the efficiency and management of health centers and improve the health outcomes of patients
- Collaborated with Stanford to implement a grant funded project focused on case management of obesity, which will evaluate intensive case management in the Fair Oaks Clinic coupled with home based interventions to further work in the area of chronic disease case management
- SMMC was one of 30 healthcare providers selected to participate in the Diabetic Retinopathy Screening Program funded through a grant from CHCF to UC Berkeley's School of Optometry the purpose of the which is to study the effectiveness of telemedicine in preventing blindness due to diabetes
- Received the Kaiser Permanente Clinical Systems Development Award from the California Health Care Safety Net Institute and Kaiser Permanente for the work of the Outpatient Medication Safety Program which has demonstrated improvement in integrating several parts of its delivery system in order to provide better quality service and more efficient care

Story Behind Performance

The Ambulatory Services Program is the major provider of outpatient medical care to indigent persons residing in San Mateo County with approximately 225,000 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 indicates 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 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 MediCal. Pediatric visits would therefore have a higher income margin than adult visits and so given its importance, it has been added as a new performance measure starting in FY 2009-10.

For the past few years, the percent of clinic patients assigned a Primary Care Provider was a key headline measure. However, due to data collection issues this measure is no longer provides an accurate assessment of participation. An aggressive program has been implemented to monitor and increase the percentage of patients assigned to a Primary Care Provider. To avoid errors and confusion that can result from automatic computerized allocations, these assignments are based upon actual doctor-patient relationships, so that when doctors get test results or inquiries about a patient, they have prior knowledge of the patient and can follow-up more appropriately and efficiently. Data collection processes and systems regarding this headline measure are not yet fully developed at this time but should be forthcoming in the near future.

A new headline measure has been selected starting in FY 2009-10, which looks at Cycle Times, which is defined as the amount of time in minutes that a patient spends at the clinic. The cycle begins at the time of arrival and ends 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 them 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.

Major challenges over the next two years continue to be:

- To meet the growing demand for medical care amidst resource constraints
- To expand chronic disease care management
- To recruit primary care providers into the system
- To manage the cost of indigent health care by increasing non-county payor sources and improving operational efficiencies
- To maximize Community Health Network for the Uninsured (CHNU) contribution to care for the underserved population of the County

Program Objectives

Ambulatory and Medical Services will meet performance targets by doing the following:

Increase the Total Number of Pediatric Visits to 56,000 per Year

- Implement Evening and Weekend Clinics
- Develop a recruitment and hiring plan for providers

Increase Provider Productivity to 2.50 Patients per Clinical Hour

- Monitor and report out at staff and Clinic Manager / Medical Director level
- Revise templates to maximize productivity
- Develop expectation that schedules are maintained by the entire team

Assign 78% of Patients to a Primary Care Provider

- Monitor and report the percentage of patients being assigned to a primary care provider
- Develop procedures that ensure patients are assigned a PCP by the second visit within a year

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of clinic outpatient visits | 212,109 | 218,106 | 226,728 | 235,977 | 235,977 |
| Number of senior center visits | 10,613 | 9,893 | 10,790 | 10,877 | 10,877 |
| Number of pediatric visits | --- | 55,698 | 56,000 | 56,000 | 56,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Cycle time (in minutes) | 56 | 57 | 60 | 60 | 60 |
| Percent of clinic visits by payor: | | | | | |
| - County | 21% | 26% | 36% | 28% | 28% |
| - Medi-Cal / Medicare | 48% | 49% | 51% | 48% | 48% |
| - Other Payor Sources | 31% | 25% | 13% | 24% | 24% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents rating services good or better | 96% | 98% | 95% | 90% | 90% |
| Percent of clinic patients assigned a Primary Care Provider (PCP) ⁽¹⁾ | 70% | 77% | --- | 78% | 78% |

⁽¹⁾ Methodology was revised in FY 2008-09 due to data collection issues.

Ambulatory Services (6850B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|---------------------|---------------------|---------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 317.0 | 393.0 | 386.0 | 351.0 | (35.0) | 351.0 |
| Funded FTE | 288.5 | 356.2 | 352.1 | 322.5 | (29.6) | 322.5 |
| Total Requirements | 34,550,139 | 37,847,879 | 46,828,665 | 51,820,802 | 4,992,137 | 52,892,963 |
| Total Sources | 56,676,087 | 61,086,417 | 77,050,193 | 79,180,545 | 2,130,352 | 79,180,545 |
| Net County Cost | (22,125,948) | (23,238,538) | (30,221,528) | (27,359,743) | 2,861,785 | (26,287,582) |

Discretionary Net County Cost

The County's General Fund contributions to SMMC are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Ambulatory and Medical Staff Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at negotiated or pre-determined rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); inflation for purchased services; and inflation for supplies and other non-labor expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 750,142 | 6,425,547 | 0 | 0 | 5,675,405 | 0 |

2. Adjustments to Reflect Operational Requirements

Revenues are expected to decrease due to the adjustment of gross patient revenues with prior years' performance and projected volumes. Appropriations have been adjusted to reflect additional operational needs most notably in extra-help and contracts charges. Reductions have been made to several non-critical patient care expense categories such as office supplies and travel expenditures in an effort to eliminate the budget deficit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (16,856,334) | 2,673,377 | 0 | 0 | 19,529,711 | 0 |

3. Third Party Administration of the WELL and ACE Programs

The gross revenues for clinical ambulatory services provided under the WELL and Access Care for Everyone (ACE) programs resides in this budget unit. There is no impact on medical services provided to patients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 14,895,584 | 0 | 0 | 0 | (14,895,584) | 0 |

4. Reduction in Workforce - Position Deletions

A thorough review of the Medical Center's staffing requirements determined that the elimination of these positions would have the least impact on service delivery. Four nursing, five medical support staff, ten technical, and 15 administrative positions, all vacant, have been identified for deletion to reduce labor expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (2,738,925) | 0 | 0 | (2,738,925) | (34) |

5. Payor Mix Management

The Medical Center will increase its Medi-Cal payor share with a more rigorous management of the patient eligibility and enrollment process.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,400,000 | 0 | 0 | 0 | (2,400,000) | 0 |

6. Reduction in Workforce - Positions Freezes

Positions have been frozen to reduce labor expenditures and maintain the required vacancy rate. Positions with minimal impact to performance were selected to be frozen. The identified vacant positions include: three Staff Physicians, a Nurse Practitioner, a Staff Nurse, a Psych Social Worker II, two Licensed Vocational Nurses, a Pharmacist, a Dietician, two Patient Services Assistants IIs, and two Medical Services Assistants.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (1,256,514) | 0 | 0 | (1,256,514) | 0 |

7. Nursing Support Staff Realignment

The Medical Center will eliminate eight filled nursing positions in its clinics. A review of the staffing mix in the clinics showed that the nursing ratios were higher than industry benchmarks. The nurses will be replaced by eight Medical Services Assistants. No decline in patient service is anticipated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (402,588) | 0 | 0 | (402,588) | 0 |

8. Productivity Improvement

Operational changes will be undertaken to increase the productivity levels of primary care providers in clinics by increasing the number of patients seen. This will allow the Medical Center to meet rising demand due to the nation's economic recession. The goal is to move physician providers in adult and pediatric clinics towards 2.5 patients per clinical hour and towards 2.1 patients per clinical hour in the geriatric clinic. These changes will bring the Medical Center into closer alignment with current productivity expectations on a national and local level.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 300,000 | 0 | 0 | 0 | (300,000) | 0 |

9. Reduction in Workforce - Elimination of Transportation Service

The transportation service at the Daly City Clinic will be eliminated to reduce both labor and non-labor costs. Direct impact on patients will be mitigated by bus and cab vouchers.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (85,590) | 0 | 0 | (85,590) | (1) |

10. Medical Supplies Expense Reductions

The medical supplies budget has been reduced by utilizing Amerinet contract compliance standards, which will result in additional savings, contract improvements and supply-waste reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (63,892) | 0 | 0 | (63,892) | 0 |

11. Coastside Pediatric Expansion

Coastside Family Medical Center, a private, non-profit medical clinic that served residents living along the coast, closed on March 13, 2009. The largest impact of the closure is expected to be in pediatric care. San Mateo Medical Center has evaluated its capacity to expand pediatric services at its Coastside Clinic and determined that it will be able to serve approximately 1,150 children covered through health insurance programs administered by the Health Plan of San Mateo. Five vacant positions will be filled to staff this expansion.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 640,960 | 440,722 | 0 | 0 | (200,238) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,130,352 | 4,992,137 | 0 | 0 | 2,861,785 | (35) |

FY 2010-11 Program Funding Adjustments

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

12. 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 retirement benefits and retiree health cost increases, and the reduction in County General Fund subsidy of \$4.4 million. The Medical Center expects to make up this gap with a combination of Redesign Initiatives and expenditure reductions, specifically in salary savings. However, these changes will require more information and extensive planning about service reductions that will most likely be affected.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 1,072,161 | 0 | 0 | 1,072,161 | 0 |

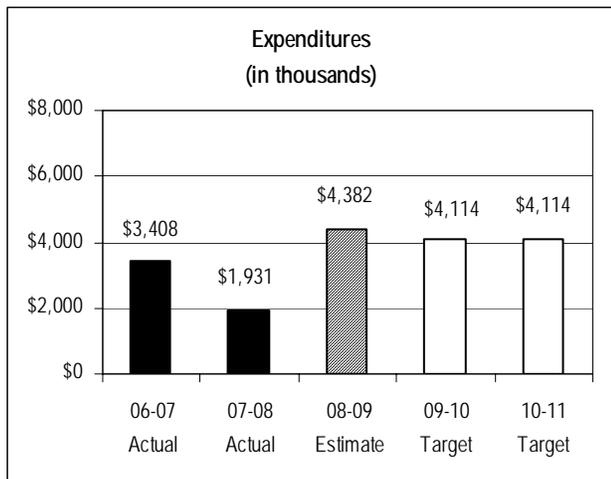
Medical Center Capital Purchases (6750D)

Budget Unit Locator

- County
 - Healthy Community
 - Administrative and Quality Management Services
 - Patient Care Services
 - Psychiatry Services
 - Clinical Ancillary and Support Services
 - Long-Term Care Services
 - Ambulatory Services
 - ▶ **Medical Center Capital Purchases**
 - Contributions to Medical Center

Budget Unit Description

A separate budget unit for capital purchases has been established by the Medical Center. These expenditures were previously shown as Fixed Assets appropriations within the operating budget of the Medical Center.



Discretionary Net County Cost

There is no Net County Cost associated with the Medical Center's capital appropriations. Funding is currently provided by Hospital Foundation and federal grants and proceeds from the closure of the Capital Reserve Fund in FY 2008-09.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made for the Ron Robinson Senior Care Center expansion, the North County Clinic remodel and the CT scanner installation.

| | |
|---------------------|-----------|
| Revenue/Sources | (929,582) |
| Appropriations | (929,582) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

2. Transfers of Trust Fund Balance

Proceeds held in reserve from the Capital Fund that was closed in FY 2008-09 will be used to fund the following projects: a digital ultrasound machine, an electrocardiogram (EKG) machine, fetal monitors, endo disinfectors, exam tables, a water deionizer, a bailer / compactor, and a video laryngoscope. Other projects include the installation of additional parts of the cook / chill equipment, the replacement of the rolling dock doors at the hospital, and the construction of smoking huts for BLTC patients.

| | |
|---------------------|---------|
| Revenue/Sources | 662,000 |
| Appropriations | 662,000 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|-----------|
| Revenue/Sources | (267,582) |
| Appropriations | (267,582) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

No change.

Medical Center Capital Purchases (6750B)
 Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | | | 800,000 | 800,000 | | 800,000 |
| Interfund Revenue | | 18,510 | | 171,000 | 171,000 | 171,000 |
| Miscellaneous Revenue | 3,458,450 | 1,253,774 | 2,900,000 | 2,200,000 | (700,000) | 2,200,000 |
| Other Financing Sources | | 658,800 | 681,582 | 943,000 | 261,418 | 943,000 |
| TOTAL SOURCES | 3,458,450 | 1,931,084 | 4,381,582 | 4,114,000 | (267,582) | 4,114,000 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 14,026 | 325,382 | | | | |
| Fixed Assets | 3,338,999 | 1,588,830 | 3,700,000 | 4,114,000 | 414,000 | 4,114,000 |
| Other Financing Uses | 54,613 | 16,873 | 962,582 | | (962,582) | |
| Gross Appropriations | 3,407,637 | 1,931,084 | 4,662,582 | 4,114,000 | (548,582) | 4,114,000 |
| Intrafund Transfers | | | (281,000) | | 281,000 | |
| Net Appropriations | 3,407,637 | 1,931,084 | 4,381,582 | 4,114,000 | (267,582) | 4,114,000 |
| Contingencies/Dept Reserves | 50,813 | | | | | |
| TOTAL REQUIREMENTS | 3,458,450 | 1,931,084 | 4,381,582 | 4,114,000 | (267,582) | 4,114,000 |

Contributions to Medical Center (5850D)

Budget Unit Locator

County

- Healthy Community
 - Administrative and Quality Management Services
 - Patient Care Services
 - Psychiatry Services
 - Clinical Ancillary and Support Services
 - Long-Term Care Services
 - Ambulatory Services
 - Medical Center Capital Purchases



Contributions to Medical Center

Budget Unit Description

This budget unit contains the General Fund contribution to the San Mateo Medical Center for services provided under Section 17000 of the California Welfare and Institutions Code, which requires the County to provide medical care and public health services to the indigent. SMMC includes a 228-bed acute and long-term care hospital, eleven clinics and the 281-bed Burlingame Long-Term Care skilled nursing facility. The General Fund contribution to SMMC is made up of a loan, discretionary, and non-discretionary funding.

For FY 2009-10, a \$12,752,526 General Fund loan is being provided to the Medical Center to balance the Medical Center operating budget. Discretionary funds include Tobacco Settlement funds, Realignment Vehicle License Fees (VLF) and funding in excess of mandated maintenance-of-effort (MOE) or local match requirements. Non-discretionary funds include Realignment MOE and Medi-Cal Waiver funding.

Discretionary Net County Cost

The portion of this budget unit's FY 2009-10 Recommended Budget that is funded by the General Fund is \$67,816,000, of which \$34,940,000 or 51.5% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance of effort or local match requirements.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Revenue Sources and Contribution Amounts

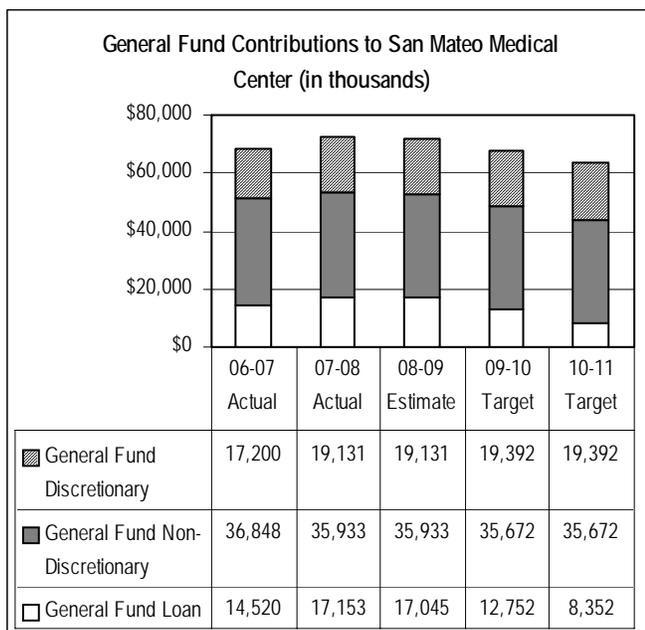
Budget adjustments have been made to offset the elimination of one time SB 855 trust fund monies transferred to the Medical Center during FY 2008-09. In addition, Realignment VLF revenues and Tobacco settlement revenues have decreased.

| | |
|---------------------|-------------|
| Revenue/Sources | (1,154,808) |
| Appropriations | 106,347 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 1,261,155 |
| Positions | 0 |

2. Adjustments to Appropriations

As part of the structural budget deficit reduction strategy, contributions to the Medical Center are being reduced. The Medical Center will make up this gap with a combination of revenue increases that will improve payor mix and increase productivity targets for physicians. In addition there will be a net reduction of 62 positions as well as other expenditure reductions in services and supplies.

| | |
|---------------------|-------------|
| Revenue/Sources | 0 |
| Appropriations | (4,400,000) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (4,400,000) |
| Positions | 0 |



TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|-------------|
| Revenue/Sources | (1,154,808) |
| Appropriations | (4,293,653) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (3,138,845) |
| Positions | 0 |

FY 2010-11 Recommended Budget
3. Adjustments to Contribution Amounts

Budget adjustments have been made to balance the Medical Center's operating budget. As part of the County's structural budget deficit reduction strategy, contributions to the Medical Center are being reduced. The Medical Center expects to make up this gap with a combination of revenue increases and expenditure reductions through Health Care Redesign Initiatives.

| | |
|---------------------|-------------|
| Revenue/Sources | 0 |
| Appropriations | (4,400,000) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (4,400,000) |
| Positions | 0 |

Contributions to Medical Center (5850B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 12,355,599 | 12,482,625 | 12,755,011 | 11,479,500 | (1,275,511) | 11,479,500 |
| Miscellaneous Revenue | 6,870,315 | 7,021,850 | 7,368,814 | 7,489,517 | 120,703 | 7,489,517 |
| TOTAL SOURCES | 19,225,914 | 19,504,475 | 20,123,825 | 18,969,017 | (1,154,808) | 18,969,017 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 15,780,490 | 13,653,946 | 59,000,000 | 38,441,591 | (20,558,409) | 34,041,591 |
| Other Charges | 2,281,715 | 8,557,803 | | | | |
| Other Financing Uses | 54,505,877 | 55,064,753 | 22,109,653 | 38,374,409 | 16,264,756 | 38,374,409 |
| TOTAL REQUIREMENTS | 72,568,082 | 77,276,502 | 81,109,653 | 76,816,000 | (4,293,653) | 72,416,000 |
| NET COUNTY COST | 53,342,168 | 57,772,027 | 60,985,828 | 57,846,983 | (3,138,845) | 53,446,983 |

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First 5 San Mateo County (1950B)

Budget Unit Locator

County

Healthy Community

Health System-Health Department

Health System-San Mateo Medical Center

▷ **First 5 San Mateo County**

Sheriff's Office

Message Switch

Probation Department

Public Administrator

Private Defender Program

County Support of the Courts

Grand Jury

Coroner's Office

Public Safety Communications

Fire Services

Budget Unit Description

First 5 San Mateo County was created in 1998 with the passage of Proposition 10, the California Children and Families First Act. The Act levied tobacco tax to support an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development to ensure that children are ready to enter school. The Act also created a State Commission and 58 individual county commissions to oversee expenditures and funding priorities. The First 5 San Mateo County Commission is an independent body comprised of nine members, including a member of the Board of Supervisors, the 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 \$75 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 2008. 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.

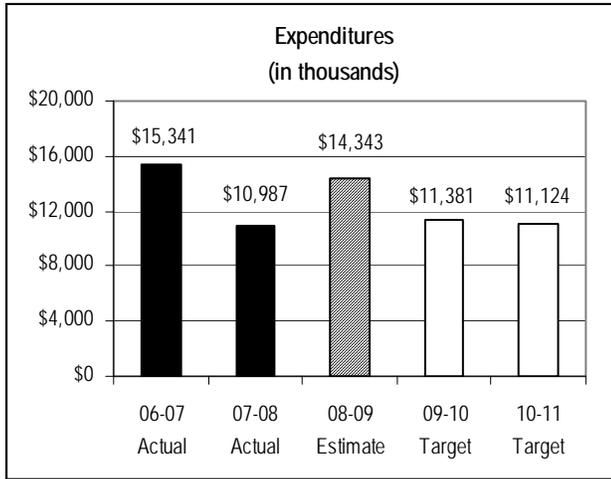
During this past year, First 5 San Mateo County met, discussed, and analyzed community needs, program related information, and financial data which built upon First 5's System of Care framework developed in 2006. A Strategic Planning Ad Hoc Advisory

Committee was formed to begin a comprehensive revision of the Strategic Plan to ensure that the System of Care strategies were aligned with desired outcomes. As a result, a multi-year Strategic Plan (2009-15) was approved by First 5 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.

In FY 2008, First 5 San Mateo County continued with the implementation of the Watch Me Grow - *Special Needs Project* – a comprehensive three-year demonstration project designed to develop the capacity of child and family-serving systems countywide. This project serves and supports children with special needs and their families by coordinating and securing access to services. At a demonstration site located in a targeted community, this project also provides early developmental screenings and appropriate referrals to community resources.

Additional strategic investments of First 5 San Mateo County include Preschool for All, Prenatal-to-Three's home visiting program, the Children's Health Initiative (CHI), and SmartKids (Child Care Facilities Expansion Fund). Preschool for All allows for preschool services to be universally available in two target communities of the Redwood City and Ravenswood School Districts. Through the Prenatal-to-Three's home visiting 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. Since the inception of SmartKids, the support of high quality care for young children has increased by over 2,200 spaces.

First 5 San Mateo County's contribution to the Shared Vision 2025 outcomes is significant. First 5's support for equal access to educational opportunities enhances workforce development in the Early Childhood Education field, and at the same time, recognizes the potential of this 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 a high level of involvement from community partners.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from First 5 California (formerly The California Children and Families First Commission) Proposition 10 tobacco tax funds.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: decrease in tobacco tax revenue, monthly allocations due to State Children's Health Insurance Program (SCHIP) adjustment; decrease in interest revenue from the investment losses that resulted from the Lehman Brothers bankruptcy; reduced salary and benefits by keeping one FTE unfilled; projected overall reductions in operating costs; and reduced project contributions to reflect the Commission's recommendation to postpone funding of new strategies during this fiscal year.

| | |
|---------------------|-------------|
| Revenue/Sources | (5,842,796) |
| Appropriations | (2,887,248) |
| Intrafund Transfers | 0 |
| Reserves | (2,880,896) |
| Net County Cost | 74,652 |
| Positions | 0 |

2. Reduction in Workforce - FTE Reductions

Two staff positions were reduced to half-time, which represents a cost savings in salaries and benefits. First 5 will continue to assess its operations to maintain a solid administrative infrastructure and

adequate level of resources to be effective, efficient and equitable for all System of Care Investments.

| | |
|---------------------|----------|
| Revenue/Sources | 0 |
| Appropriations | (74,652) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (74,652) |
| Positions | 0 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|-------------|
| Revenue/Sources | (5,842,796) |
| Appropriations | (2,961,900) |
| Intrafund Transfers | 0 |
| Reserves | (2,880,896) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: projected decrease in revenue due to the decline in Proposition 10 monthly allocations, the SCHIP adjustment and the scheduled end of matching funds from First 5 California; overall reductions in operating costs and reduction of project contributions to support the System of Care; and the reduction in Reserves reflects the use of Fund Balance to offset revenue and expenditures.

| | |
|---------------------|-------------|
| Revenue/Sources | (4,229,782) |
| Appropriations | (256,843) |
| Intrafund Transfers | 0 |
| Reserves | (3,972,939) |
| Net County Cost | 0 |
| Positions | 0 |

First 5 San Mateo County (1950B)
First 5 Fund (Information Only)

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 1,602,201 | 1,520,814 | 1,100,000 | 719,103 | (380,897) | 650,914 |
| Intergovernmental Revenues | 10,702,988 | 9,715,787 | 9,230,986 | 7,630,983 | (1,600,003) | 6,500,000 |
| Miscellaneous Revenue | 264,774 | | | | | |
| Total Revenue | 12,569,962 | 11,236,602 | 10,330,986 | 8,350,086 | (1,980,900) | 7,150,914 |
| Fund Balance | 39,715,669 | 35,572,468 | 35,822,026 | 31,960,130 | (3,861,896) | 28,929,520 |
| TOTAL SOURCES | 52,285,631 | 46,809,070 | 46,153,012 | 40,310,216 | (5,842,796) | 36,080,434 |

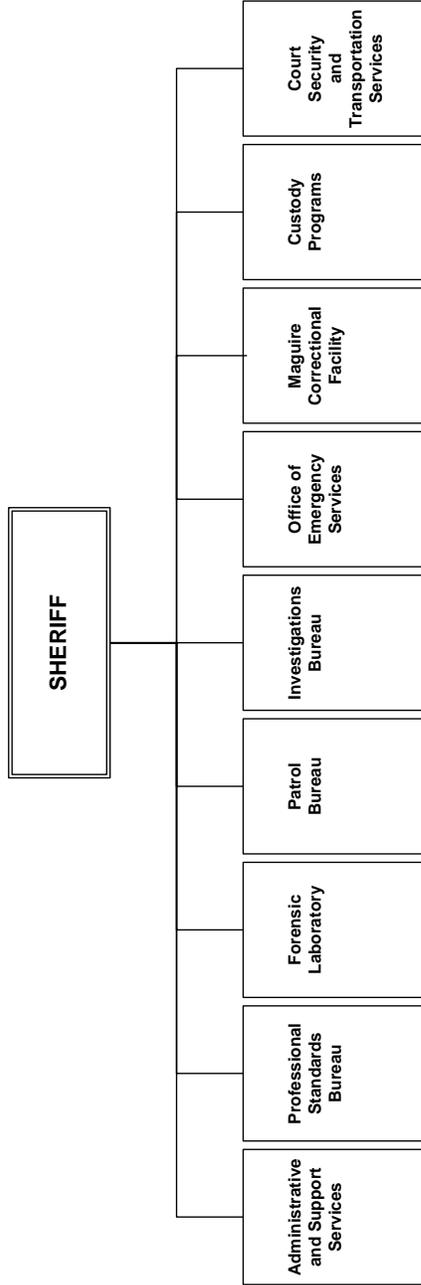
| | | | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,184,303 | 1,080,165 | 1,324,700 | 1,250,000 | (74,700) | 1,327,850 |
| Services and Supplies | 345,071 | 349,246 | 1,395,327 | 814,500 | (580,827) | 698,700 |
| Other Charges | 13,811,680 | 9,557,633 | 11,622,569 | 9,316,196 | (2,306,373) | 9,097,303 |
| Net Appropriations | 15,341,054 | 10,987,043 | 14,342,596 | 11,380,696 | (2,961,900) | 11,123,853 |
| Non-General Fund Reserves | 36,944,577 | 35,822,026 | 31,810,416 | 28,929,520 | (2,880,896) | 24,956,581 |
| TOTAL REQUIREMENTS | 52,285,631 | 46,809,069 | 46,153,012 | 40,310,216 | (5,842,796) | 36,080,434 |

AUTHORIZED POSITIONS

| | | | | | | |
|-------------------|------|------|------|------|-------|------|
| Salary Resolution | 12.0 | 12.0 | 12.0 | 12.0 | | 12.0 |
| Funded FTE | 11.4 | 11.5 | 12.0 | 10.9 | (1.1) | 10.9 |

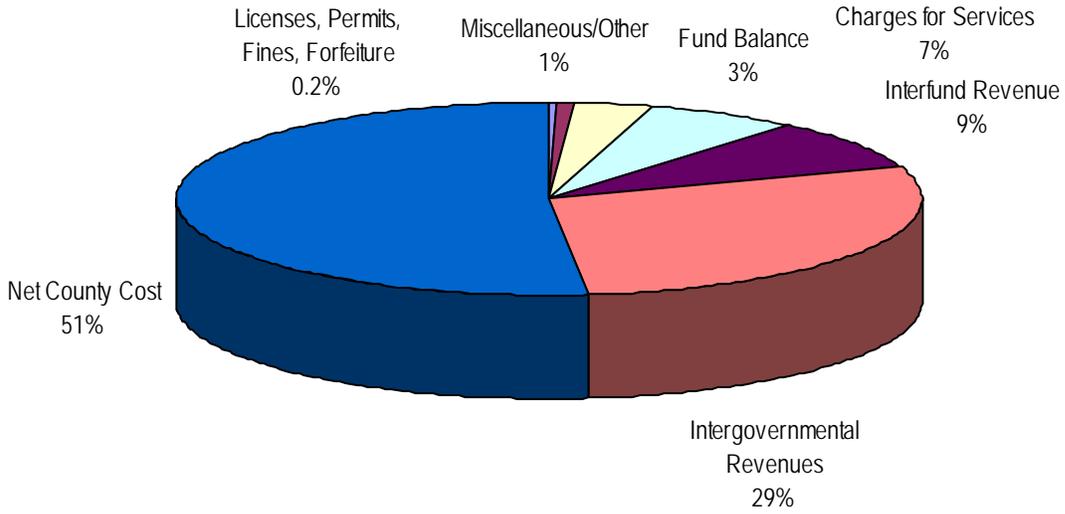
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SHERIFF'S OFFICE

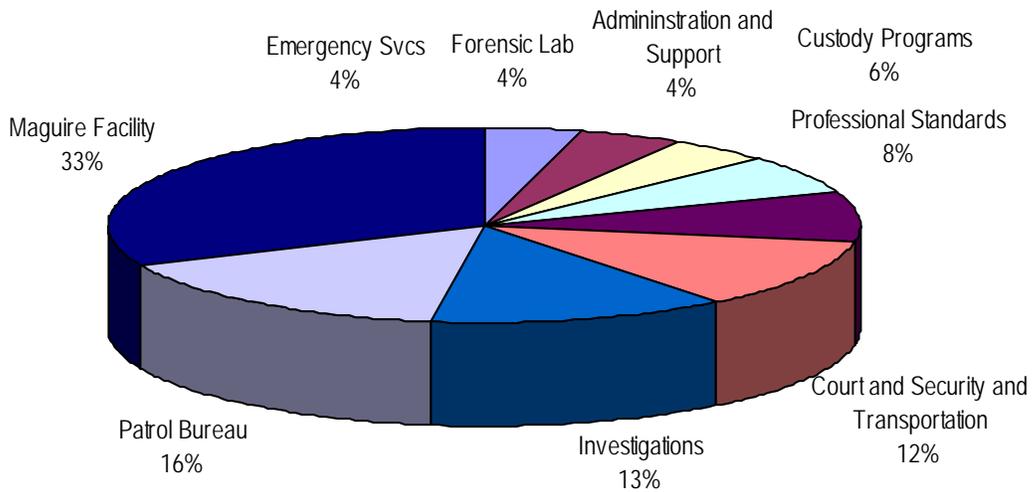


Sheriff's Office

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

- Healthy Community
 - Health System-Health Department
 - Health System-San Mateo 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
- Grand Jury
- Coroner's Office
- Public Safety Communications
- Fire Services

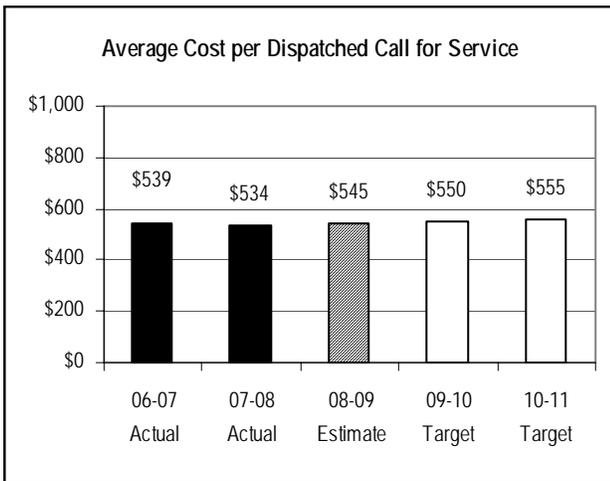
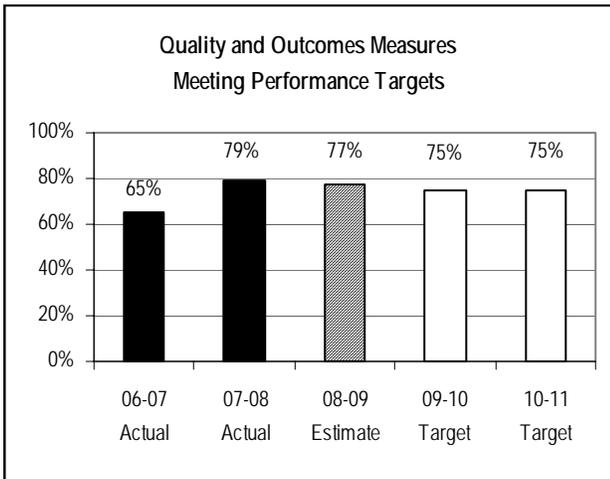
Department Mission Statement

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 2000 – 2008)

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

Department Measures



- **Youth Prevention Programs**

Implemented the Juvenile Diversion Program, providing diversion counseling, compliance monitoring, after care programming, parental / family education, counseling and crisis intervention for troubled teens and their families who have come into contact with the juvenile justice system, diverting over 350 youths since 1999. Implemented the School Resource Officer Program to serve 14 schools within the unincorporated area, offering Drug Awareness and Resistance Education (DARE) and Gang Resistance Education and Awareness Training (GREAT) instruction.

- **Child Safety Seat Education Program**

Provided installation assessments and education to parents and caregivers for the safe and secure use of their 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, through a pilot project funded by a State Department of Justice grant. The unit ensures no firearms remain in the possession of persons convicted of domestic violence, and seized over 175 weapons in the first two years of the program

- **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 80,000 bus and rail riders on the Peninsula through an investment of 15 Sheriff's personnel.

- **Motorcycle Traffic Patrol**

Established a dedicated motorcycle traffic patrol unit with two officers to assist California Highway Patrol with traffic enforcement in response to community requests for increased traffic enforcement services, alleviating congestion in high traffic areas.

- **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**

Hired a workforce of new sworn personnel composed of 40% to 50% women and / or persons of ethnic diversity, each year for the last seven consecutive years, reflecting the diversity of San Mateo County's population.

- **Sheriff's Work Program**

Partnered with local agencies to annually provide over 330,000 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. The average daily Day Worker Program participation in 2008 was 90. 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**

Partnered 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.

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 several new programs designed to combat gang-related street violence including the Sheriff's Gang Intelligence and Investigations Unit working in collaboration with the San Mateo County Police Chiefs and Sheriff Association – countywide Gang Task Force, Street Crime Suppression Team, as well as targeted street crime teams in the City of East Palo Alto. The anticipated result is to dismantle criminal organizations active in San Mateo County by identifying and prosecuting gang members.

- **Homeland Security Partnerships**

Partnered with the City and County of San Francisco in the development of a regionalized approach to homeland security and preparedness, through the Urban Area Security Initiative (UASI) program, investing \$2.2 million and four regional disaster planners to develop and implement comprehensive disaster preparedness plans to serve the Bay Area region.

- **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 a regional High-Intensity Drug Trafficking Area (HIDTA) for regional intelligence and law enforcement, which serves to reduce major drug trafficking into the greater Bay Area. The Sheriff's Office serves as the administrative agency for the HIDTA.
- **Regional Terrorism Threat Assessment Center (RTTAC)**
Established the Regional Terrorism Threat Assessment Center. (RTTAC) is a local, state and federal cooperative law enforcement information fusion center providing a central location for the collection, evaluation, analysis and dissemination of terrorism and homeland security related information for public safety personnel throughout the Bay Area. The Sheriff's Office serves as fiduciary for this Homeland Security grant.
- **Northern California Regional Intelligence Center (NCRIC)**
Established the Northern California Regional Intelligence Center (NCRIC), an all crimes, all threats criminal intelligence fusion center. The NCRIC serves as a hub to create a robust information sharing environment for law enforcement and other public safety partners and provides analysis and related technical support for federal, state and local law enforcement agencies throughout the San Francisco Bay Area.
- **Neighborhood Watch Programs and Community Emergency Response Teams (CERTs)**
Supported community and homeowner associations to establish Neighborhood Watch Programs and Community Emergency Response Teams (CERTs) in unincorporated areas of San Mateo County.
- **Community Alliance to Revitalize our Neighborhood**
Established the Community Alliance to Revitalize our Neighborhood (CARON) Program in North Fair Oaks to assist in community policing, building a communication bridge and mutual trust with community residents to identify gang activity and reduce street violence and recruitment of minors into gangs. Following initial Sheriff-sponsored leadership training classes, CARON has spawned self-sufficient community leadership groups.
- Expanded Transit Police Services with the addition of four staff, taking over all security 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 partnership with the Department of Public Works, rehabilitated the Medium Security Facility in La Honda to prepare the County for emergent overcrowding in our existing correctional facilities, and to provide inmate housing needed during construction of the replacement correctional facility
- 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 and Probation Department, the Re-entry Workgroup was recognized for Outstanding Program Performance by the County STARS Committee
- In partnership with the Human Services, Community Policing Child Safety Seat Education Program was recognized for Honorable Mention in Customer Service by the County STARS Committee

PROSPEROUS COMMUNITY

- In partnership with the North Fair Oaks Community and the Board of Supervisors, successfully coordinated the Seventh annual North Fair Oaks Community Festival

ENVIRONMENTALLY CONSCIOUS COMMUNITY

- In partnership with Correctional Health Services and Department of Public Works, Maguire Correctional Facility was recognized for Outstanding Green Efforts by the County STARS Committee

COLLABORATIVE COMMUNITY

- Received a 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
- Expanded Forensic Crime Lab revenue with new services to the City of Hayward
- Received a County STARS award recognizing outstanding performance by the Gang Intelligence Unit and its support of the countywide Gang Task Force in FY 2007-08; coordinated and hosted a four day Gang Symposium, training over 200 law enforcement personnel serving the County on criminal gang activity and gang crime prevention methods

Major Accomplishments in FY 2008-09

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
- Completed the final phase of staffing the Relief Staffing Unit, providing relief staffing to core services in the Jail, Patrol and Inmate Transportation, reducing reliance on overtime to meet service needs

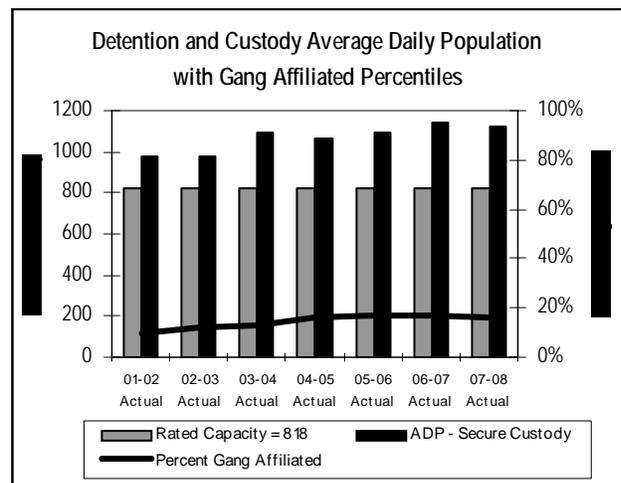
- With funding from the Department of Homeland Security (DHS), began implementation of the Radio Interoperability Project to move all first responders to a designated radio wave for significantly increased regional communication ability, a national goal under the leadership of DHS.
- In collaboration with the Court, established the Alternative Sentence Bureau to provide greater flexibility and options for individuals eligible for out of custody programs to meet their court sentenced obligations
- In partnership with the Board of Supervisors, hosted San Mateo County's 4th 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

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 detention and alternative custody facilities for the men's inmate population are consistently operating at or above 140% of rated capacity. Rising rates in serious crime, coupled with the closures of the Men's Medium Security Facility and Honor Camps, attribute to current, critical custody levels in existent facilities.
- **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. 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 current, legacy Criminal Justice Information System (CJIS) utilized by County criminal justice agencies and the Court will migrate to an archived system by 2010. In tandem with this, the Sheriff's Office is obtaining a Jail Management System. The Department has secured the funding and commenced the acquisition of a

modern JMS system. Remaining challenges include completing the system and implementing it with agency-wide training for its successful use.

- **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**—Today's inmates can benefit from targeted programming to help them avoid re-offending when they reenter the community upon completion of their sentence. Expanding reentry program opportunities that begin in custody and continue in the community with the assistance of Probation, County Health services, and community based treatment programs will be pivotal in reducing recidivism over the long term, positively impacting both the county's communities as well as the jail population.



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 Maguire, a 16-year old facility, 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, and protective custody from potential predators. Managing the current population in overcrowded conditions creates difficult logistics in housing inmates.
- As the Court and the County's Criminal Justice Departments implement the CJIS Migration Plan, the Sheriff's Office must procure and implement a Jail Management System.

Goal:

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

Objectives:

- A 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

Major Milestones:

- Conduct a Needs Assessment and Preliminary Program Plan for the Women's Correctional Center and Alternative Custody Facility (completed)
- Address Men's In-Custody Population Needs (completed)
- Conduct a Needs Assessment for a Jail Management System (completed)

- Procure funding for a Jail Management System (completed), issue RFP for a JMS vendor (completed)
- Obtain a Jail Management System (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 2009-10 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 is funded in FY 2008-09 by a federal appropriation for \$911,918 with a County match of \$495,000. In FY 2009-10, the JMS project requires a second County match of \$495,000 and will then be completed. Additional requirements for continued planning and construction of the replacement jail are being sought in collaboration with the County Manger'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:

- Provide a firing range facility for Sheriff's sworn personnel that 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 (complete)
- 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 the existing firing range or construct a new firing range
- Develop policies and procedures for new facility
- Design programs and complete specialized training for staff working in the new facility

Partners:

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

FY 2009-10 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 operating, maximum security correctional facility
- Compliance with the County's new polystyrene ban for all County facilities to protect the environment. This responsible and forward thinking ban challenged the operation of a jail as so many items need to be made of substances that could not be converted to weapons
- To make "green" changes in innovative ways including generating revenue to support in custody inmate programs that provide 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

Objective:

- 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 implement a compost program for the Maguire Correctional Facility that reduced the amount of land fill waste by one ton per day (complete)
- 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 (complete)
- Convert all staff food service items in all facilities to compostable items without incurring additional cost (complete)
- 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 their contributions 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 2009-10 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

- Recruit and hire for staffing the replacement correctional facility
- Implement a new Personnel Information Management System

Forensic Laboratory

- Continue to work on accreditation for the ASCLD / LAB change over to ISO / IEC17025:2005(E) standards, mandated by 2010
- Fill critical positions including the Firearms Testing position in order to meet Lab client service requests and meet revenue goals related to those specialized services

Patrol Bureau

- Continue to maintain successful outcomes for the Sheriff's Juvenile Diversion Program without State funding (TANF or JJCPA) that formerly provided Probation and Mental Health counselors for the program
- 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 sunset in December 2009
- Reduce the availability of methamphetamine and its exposure to children through a coordinated effort with the countywide Drug Endangered Children Committee
- Continue countywide gang suppression efforts through ongoing training, including hosting a second annual Gang Suppression Training Symposium funded last year with a County STARS award

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, disaster event
- 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
- Implement the new Jail Management System and continue to assist the CJIS migration
- Keep jail staff trained to manage the challenge of its 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

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 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,903 | 3,281 | 2,100 | 2,100 | | 2,100 |
| Fines, Forfeitures and Penalties | 357,714 | 290,934 | 352,000 | 322,000 | (30,000) | 322,000 |
| Intergovernmental Revenues | 44,349,044 | 39,123,101 | 45,284,930 | 44,485,130 | (799,800) | 42,658,600 |
| Charges for Services | 9,236,580 | 8,445,640 | 9,075,153 | 10,174,286 | 1,099,133 | 10,296,478 |
| Interfund Revenue | 11,535,143 | 11,955,348 | 13,027,088 | 13,478,810 | 451,722 | 14,353,900 |
| Miscellaneous Revenue | 512,964 | 819,980 | 608,689 | 865,889 | 257,200 | 865,889 |
| Other Financing Sources | | | 185,000 | 500,000 | 315,000 | |
| Total Revenue | 65,993,348 | 60,638,284 | 68,534,960 | 69,828,215 | 1,293,255 | 68,498,967 |
| Fund Balance | 3,544,821 | 3,544,821 | 5,161,476 | 5,127,471 | (34,005) | 5,127,471 |
| TOTAL SOURCES | 69,538,169 | 64,183,105 | 73,696,436 | 74,955,686 | 1,259,250 | 73,626,438 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 102,639,520 | 107,000,339 | 112,224,778 | 116,774,122 | 4,549,344 | 126,453,096 |
| Services and Supplies | 11,757,177 | 10,124,013 | 15,805,771 | 18,050,097 | 2,244,326 | 14,023,115 |
| Other Charges | 16,501,089 | 16,893,681 | 17,869,379 | 18,098,486 | 229,107 | 18,098,486 |
| Fixed Assets | 2,366,464 | 508,748 | 860,150 | 485,901 | (374,249) | 402,935 |
| Other Financing Uses | 908,042 | 906,084 | 905,877 | 899,765 | (6,112) | 907,553 |
| Gross Appropriations | 134,172,292 | 135,432,864 | 147,665,955 | 154,308,371 | 6,642,416 | 159,885,185 |
| Intrafund Transfers | (879,404) | (908,559) | (1,433,183) | (1,989,404) | (556,221) | (999,404) |
| Net Appropriations | 133,292,888 | 134,524,305 | 146,232,772 | 152,318,967 | 6,086,195 | 158,885,781 |
| Contingencies/Dept Reserves | 887,199 | 887,199 | 2,469,849 | 2,469,849 | | 2,469,849 |
| TOTAL REQUIREMENTS | 134,180,087 | 135,411,504 | 148,702,621 | 154,788,816 | 6,086,195 | 161,355,630 |
| NET COUNTY COST | 64,641,918 | 71,228,399 | 75,006,185 | 79,833,130 | 4,826,945 | 87,729,192 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 627.0 | 638.0 | 645.0 | 642.0 | (3.0) | 642.0 |
| Funded FTE | 625.4 | 636.8 | 644.1 | 641.7 | (2.4) | 641.7 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources increased by \$1,259,250 or 1.71% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is a decrease of \$30,000 in this funding source due to a minor reduction in projected forfeiture sales.

Intergovernmental Revenues

There is a net decrease of \$799,800 in this funding source primarily due to a projected reduction of \$2,159,021 in Proposition 172 Public Safety Sales Tax; and a net increase of \$1,359,221 in state and federal Department of Homeland Security grants.

Charges for Services

There is an increase of \$1,099,133 in this funding source due to cost of living increases in patrol contract services, transit police contract services and forensic laboratory services.

Interfund Revenue

There is a net increase of \$451,722 in this funding source primarily due to an increase of \$546,948 in trial court funding; and a net reduction of \$95,226 in projected funding from the Vehicle Theft Task Force, Inmate Welfare, Cal-ID Rand Board, and Narcotics Task Force Asset Forfeiture.

Miscellaneous Revenue

There is a net increase of \$257,200 in this funding source due to projected increases in forensic crime laboratory services, local grants and reimbursements.

Other Financing Sources

There is an increase of \$315,000 in this funding source due to a County match from the Information Services Department required to fund the Department of Justice Community Oriented Policing Services (COPS) Interoperable Communications grant.

Fund Balance

There is a decrease of \$34,005 in this funding source due to the completion of the one-time STARS award project for the San Mateo County Gang Intelligence Symposium.

TOTAL REQUIREMENTS

Total Requirements increased by \$6,086,195, or 4.1% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$4,549,344 in this expenditure category primarily due to an increase of \$4,907,534 for merit increases, annualized negotiated labor increases, and benefit costs. Other increases include; \$230,183 for one San Mateo Transit District Authority contract funded Sergeant assigned to the Transit Police Unit, \$228,033 for one Court Security contract funded Deputy Sheriff assigned to the Traffic Court checkpoint, \$390,720 for four Department of Homeland Security grant funded Fusion Center positions, and \$199,000 for federal Recovery Act funded extra-help Crime Analysts and Forensic Specialists for forensic laboratory backlog services. These increases have been partially offset by the elimination of nine positions resulting in a decrease of \$1,406,126.

Services and Supplies

There is a net increase of \$2,244,326 in this expenditure category primarily due to a \$2,000,000 increase in the Department of Homeland Security grant funded Fusion Center program; a \$495,000 increase for the Jail Management System project and a \$105,000 increase in Court Security contract services. This increase was partially offset by decreases in Department of Homeland Security grants to the Office of Emergency Services.

Other Charges

There is an increase of \$229,107 in this expenditure category for maintaining existing levels of service from County service charge departments.

Fixed Assets

There is a decrease of \$374,249 in this expenditure category due to the elimination of one-time equipment purchases funded by Department of Homeland Security grants.

Other Financing Uses

There is a decrease of \$6,112 in the expenditure category due to a reduction in the Sheriff's Forensic Laboratory debt service payments.

Intrafund Transfers

There is a net increase of \$556,221 in this expenditure category. There is an addition of \$495,000 for the County's match for the Community Orientated Policing Services (COPS) jail Management System project; a decrease of \$93,595 for the Medium Security Facility, and a net increase of \$154,816 for Message Switch, Health System Campus Security, Countywide Security, and County fingerprinting services.

Contingencies/Departmental Reserves

The balance in General Fund Reserves of \$2,469,849 represents 1.62% of Net Appropriations, which is below the County 2% reserve policy by \$576,530.

NET COUNTY COST

There is an increase of \$4,826,945 or 6.4% in this Department's General Fund allocation, reflecting a reduction of \$2,159,021 in Proposition 172 Public Safety State Sales Tax and an increase of \$2,667,924 in benefit costs to fund the Annual Required Contributions (ARC) for retirement and retiree health.

FY 2010-11 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$1,329,248, or 1.77% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$1,826,530 in this funding source due to a decrease of \$2,619,948 in one-time grant funded projects including a Homeland Security Buffer Zone project, the Radio Interoperability project, and the Jail Management System project. This decrease is partially offset by an increase of \$592,052 in Proposition 172 public safety sales tax and increases of \$201,366 in investigative program grants.

Charges for Services

There is a net increase of \$122,192 in this funding source due to increases of \$321,192 for transit police and patrol contract services. This more than offsets a decrease of \$199,000 in forensic laboratory services funded from a one-time 2009 Recovery Act appropriation.

Interfund Revenue

There is a net increase of \$875,090 in this funding source due to an increase of \$813,702 for court security services, and increases of \$61,388 for projected funding from the Inmate Welfare Fund, Proposition 69 DNA capacity and health security contract services.

Other Financing Sources

There is a decrease of \$500,000 in this funding source due to completion of the one-time Radio Interoperability project.

TOTAL REQUIREMENTS

Total Requirements increased by \$6,566,814, or 4.24% 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 \$9,678,974 in this expenditure category due to the inclusion of merit increases; annualized negotiated labor increases, and benefit costs.

Services and Supplies

There is a net decrease of \$4,026,982 in this expenditure category due to the removal of one-time projects including a decrease of \$2,015,000 for the Radio Interoperability project; a decrease of \$110,064 for a Homeland Security Buffer Zone project; and a decrease of \$1,901,918 for the Jail Management System project.

Fixed Assets

There is a decrease of \$82,966 in this expenditure category due to the completion of a Homeland Security Buffer Zone project.

Other Financing Uses

There is an increase of \$7,788 in the expenditure category for the Sheriff's Forensic Laboratory debt service payments.

Intrafund Transfers

There is a decrease of \$990,000 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 \$2,469,849 represents 1.56% of Net Appropriations, which is below the County 2% reserve policy by \$707,867.

NET COUNTY COST

There is an increase of \$7,896,062 or 9.89% in this Department's General Fund allocation. The primary reason for the adjustment is a projected increase in retirement benefit costs.

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

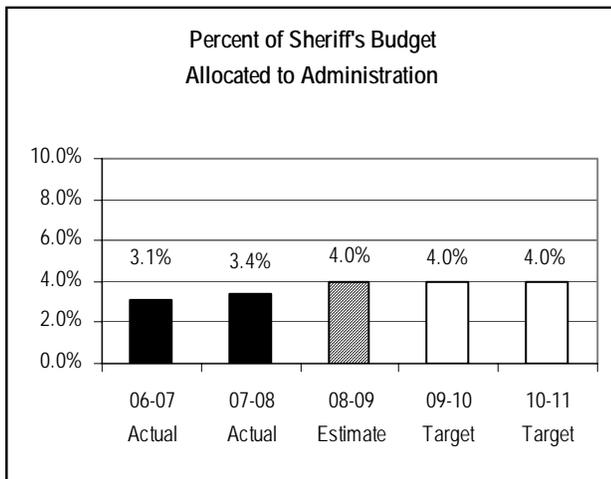
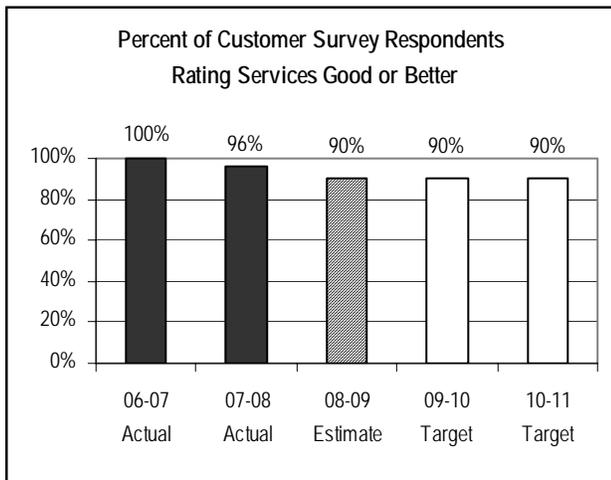
The Administrative and Support Services program provides overall management, policy-setting, procedural guidance, civil support, fiscal and administrative support services and acts as community liaison for the Sheriff's Office and several law enforcement joint powers agencies to ensure that effective, responsive and fiscally sound law enforcement services are provided.

Services and Accomplishments

The Administrative and Support Services program primarily contributes to the 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.

Headline Measures

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 Maple Street Correctional Facilities Replacement Project
- Continued to participate with County Information Services Department (ISD) and County criminal justice departments in the migration of the Criminal Justice Information System (CJIS) operating system off of the ISD mainframe computer
- With Sheriff's Technical Services and Jail Management System (JMS) Planning Committee, issued the Request For Proposal (RFP) and completed the vendor selection process for the JMS
- With Office of Emergency Services (OES) and Regional Terrorist Threat Assessment Center, 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 all three categories; Green Award, Program Performance Award, and Customer Service Award

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 improvements or replacements: the Maple Street Correctional Facilities and the Coyote Point Firing Range. Additionally, there is a long-identified need for a dedicated and relocated facility housing a combined County Emergency Operations Center and Public Safety Communications Dispatch Center.

The Department completed its third and final phase of the Relief Staffing Unit (RSU), implementing 26 designated relief positions to replace the use of overtime for backfilling vacant positions in the jails, Patrol Bureau and Inmate Transportation. The Administrative and Fiscal Unit provides regular reporting to monitor the use of the RSU positions and reduction in overtime to ensure the successful impact of the RSU.

Major challenges over the next two years will be:

- To provide support for the Maple Street Correctional Facility Replacement study and construction to the Board of Supervisors' Jail Planning Subcommittee
- To address 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 2009-10 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

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of accounts receivable processed annually | 776 | 949 | 803 | 800 | 850 |
| Number of new financial orders received and processed annually: | | | | | |
| - Wage garnishments | 1,554 | 1,788 | 1,480 | 1,500 | 1,550 |
| - Bank levies | 1,001 | 965 | 887 | 885 | 900 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Administrative cost per department employee | \$6,616 | \$5,709 | \$7,800 | \$7,500 | \$7,500 |
| Percent of department budget allocated to administrative services | 3.1% | 3.4% | 4% | 4% | 4% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of Cares survey respondents rating Sheriff's services as good or better | 100% | 96% | 90% | 90% | 90% |
| Number of major projects and initiatives identified in budget | 7 | 7 | 5 | 4 | 4 |
| Number and percent of projects and initiatives completed on schedule | 5 / 72% | 5 / 72% | 4 / 80% | 4 / 100% | 4 / 100% |
| Number and percent of revenue accounts meeting or exceeding budget targets | 21 / 81% | 32 / 90% | 30 / 85% | 32 / 90% | 32 / 90% |

Administrative and Support Services (3011P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 27.0 | 30.0 | 29.0 | 29.0 | | 29.0 |
| Funded FTE | 27.0 | 29.8 | 28.8 | 28.9 | 0.1 | 28.9 |
| Total Requirements | 4,967,564 | 4,922,421 | 6,830,488 | 6,981,814 | 151,326 | 7,235,265 |
| Total Sources | 4,466,982 | 4,494,764 | 6,031,981 | 5,892,476 | (139,505) | 5,916,763 |
| Net County Cost | 500,583 | 427,657 | 798,507 | 1,089,338 | 290,831 | 1,318,502 |
| NCC Breakdown | | | | | | |
| Proposition 172 MOE | | | 540,280 | 540,280 | | 540,280 |
| Mandated Services | | | 53,772 | 467,145 | 413,373 | 696,309 |
| Non-Mandated Services | | | 204,455 | 81,913 | (122,542) | 81,913 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,089,338 or 15.6%, of which \$81,913 or 0.08% is discretionary. This discretionary amount includes support for the commissary and administration.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes due to a department reorganization; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time Fund Balance; and decreases to revenue including a reduction in Proposition 172 public safety state sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (139,505) | 151,326 | 0 | 0 | 290,831 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; adjustments to benefits; and an increase in revenue from the Inmate Welfare Fund.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 24,287 | 253,451 | 0 | 0 | 229,164 | 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

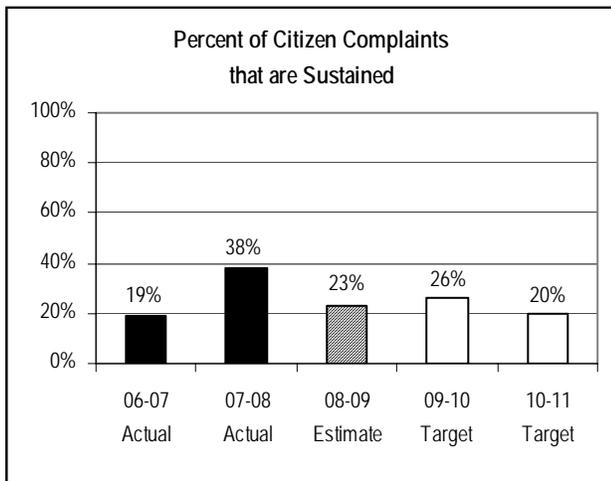
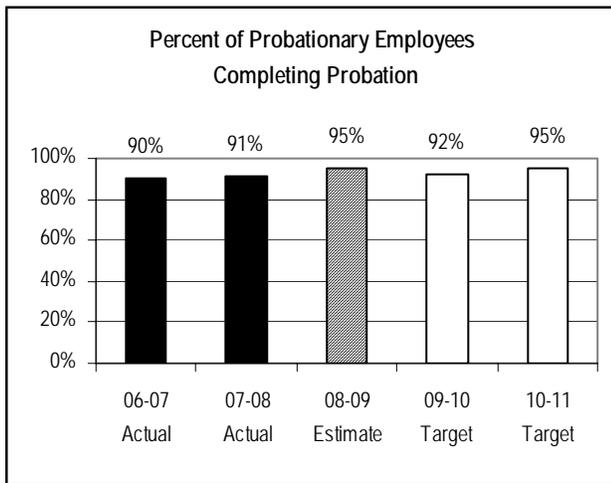
Program Outcome Statement

The Professional Standards Bureau recruits, evaluates, hires, trains and maintains records for candidates, employees and allied agencies to maintain adequate departmental staffing and training and to ensure a high level of professional standards, personnel conduct and job performance. The Bureau also serves the Sheriff's Office and County law enforcement agencies in providing technical support and network management for criminal justice information systems and databases; 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 and the Millbrae Police Department. The Criminal Records Unit maintains criminal and public records, including criminal warrants and crime reports occurring in the unincorporated areas of San Mateo County as well as for the incorporated cities / towns of Millbrae, Brisbane, Half Moon Bay, Woodside and Portola Valley.

Headline Measures



The following are major accomplishments in the current year:

- Hired and trained 31 Deputies and Correctional Officers representing 7% percent of the total sworn workforce
- Reduced vacant Deputy and Correctional Officer positions to less than 6% of the total sworn workforce and civilian vacancies to less than 8% of the total civilian workforce
- Developed procedures and policies for a Sheriff's Relief Staffing Unit to improve staffing resources for all Divisions and to reduce overtime costs
- Filled the third phase of Relief Staffing Unit, bringing the unit up to 27 full time relief positions saving approximately \$2 million in overtime expenditures
- Maintained Police Officer Standards and Training (POST) and Standards and Training for Corrections (STC) training by conducting annual mandated courses
- Developed policies and procedures for the use of the TASER Electronic Control Device (ECD) and conducted training and issued ECDs to sworn staff assigned to the Patrol Bureau
- Continued ongoing revisions to Departmental General Orders by way of the General Order Committee and County Counsel

- Received a federal appropriation and completed the vendor selection process for the Jail Management System (JMS) project
- Initiated the project to make the Message Switch Computer compliant with California Department of Justice security requirements
- Began implementation of a Personnel Information Management System (PIMS) for the Sheriff's Office
- Collaborated with other Criminal Justice departments and County Information Services Department to migrate the Criminal Justice Information System (CJIS) application from an old mainframe platform to a modern system
- Completed the installation of six in-car video systems in Patrol vehicles
- 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. The Programs hiring practices have remained consistent to address ongoing vacancies due to retirements, relocations and new positions including relief staffing unit positions. These factors resulted in the hiring and training of 8% percent of the total sworn workforce over the past two years. Hiring and training rates are expected to increase for the next two years, as the Department prepares to staff a new correctional facility. Ninety-five percent of new hires successfully completed probation in FY 2008-09.

Of this year's Deputy Sheriff / Correctional Officer hires, approximately 19% 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 their 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.

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 for the planning of a modern indoor firing range facility.

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/NCRTTAC), 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 identify a location and develop plans to renovate or replay the 40 plus year old firearms range at Coyote Point
- To migrate the Criminal Justice Information System (CJIS) from the old mainframe to new hardware and software platforms saving the County in ongoing maintenance costs
- To coordinate the relocation of the Training Unit from leased office space to a more functional space on the County campus

- 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.
- Complete an upgrade of the Records Management System (RMS) to the vendor's current version
- Expand the number of patrol vehicles with in-car computer systems (MDC)

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

- Increase recruitment efforts at job fairs, local colleges and police academies
- 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

- Continue to work with the County Criminal Justice Departments and County Information Services Department to implement the multi-year CJIS Migration Project

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of Deputies and Correctional Officers hired or promoted | 40 | 29 | 31 | 28 | 30 |
| Percent of initial applicants that are hired | 9% | 21% | 7% | 5% | 7% |
| Number of hours of training conducted: | | | | | |
| - Standards and Training for Corrections (STC) | 628 | 540 | 540 | 584 | 590 |
| - Police Officer Standards Training (POST) | 3,671 | 3,760 | 3,800 | 3,800 | 3,800 |
| - Non-mandated | 3,986 | 3,910 | 3,900 | 3,950 | 3,950 |
| Number of hours of firing range training: | | | | | |
| - Sheriff's Office | 720 | 626 | 725 | 725 | 750 |
| - All other agencies | 957 | 1,157 | 960 | 1,000 | 1,100 |
| Number of criminal warrants: | | | | | |
| - Total maintained | 26,295 | 26,549 | 27,000 | 27,000 | 27,000 |
| - New warrants received | 12,316 | 12,101 | 12,200 | 12,200 | 12,200 |
| Number of citizen complaints processed (Internal Affairs) | 34 | 48 | 35 | 39 | 35 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of new hires / promotions (Deputy / Correctional Officer) successfully completing probationary period | 90% | 91% | 95% | 92% | 95% |
| Percent of Deputies and Correctional Officers in compliance with POST and STC requirements | 95% | 98% | 98% | 99% | 100% |
| Average number of hours training received per Deputy / Correctional Officer | 19 | 18 | 18 | 19 | 20 |
| Percent of citizen complaints investigated | 99% | 100% | 100% | 100% | 100% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of new hires who are female and / or minority officers | 47% | 61% | 19% | 40% | 40% |
| Percent of citizen complaints that are sustained at some level | 19% | 38% | 23% | 26% | 20% |

Professional Standards Bureau (3013P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 31.0 | | 65.0 | 64.0 | (1.0) | 64.0 |
| Funded FTE | 30.8 | | 64.9 | 63.9 | (1.0) | 63.9 |
| Total Requirements | 8,558,864 | 11,002,571 | 13,374,767 | 13,019,692 | (355,075) | 13,958,519 |
| Total Sources | 1,910,858 | 1,789,573 | 2,153,421 | 2,182,990 | 29,569 | 2,182,990 |
| Net County Cost | 6,648,006 | 9,212,998 | 11,221,346 | 10,836,702 | (384,644) | 11,775,529 |
| NCC Breakdown | | | | | | |
| Proposition 172 MOE | | | 1,662,977 | 1,662,977 | | 1,662,977 |
| Mandated Services | | | 7,244,641 | 7,185,769 | (58,872) | 8,054,539 |
| Non-Mandated Services | | | 2,313,728 | 1,987,956 | (325,772) | 2,058,013 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$10,836,702 or 83.3%, of which \$1,987,956 or 18.3% is discretionary. This discretionary amount includes the Technical Services Unit, the Crisis Management Unit, and retiree health benefits.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes due to a department reorganization; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and adjustments in revenue including an increase in driver training services and a reallocation of Proposition 172 public safety sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 29,569 | (150,207) | 0 | 0 | (179,776) | 0 |

2. Reduction in Workforce - Relief Staffing Unit Sergeant

One filled Sergeant position assigned to the Relief Staffing Unit has been deleted to meet budget target. Members assigned to the Relief Staffing Unit will be supervised by team Sergeants in Patrol, Corrections and Inmate Transportation, and the Professional Standards Bureau Lieutenant will assume management of the unit to ensure the unit's continued success in providing necessary relief duty to the core service divisions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (204,868) | 0 | 0 | (204,868) | (1) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 29,569 | (355,075) | 0 | 0 | (384,644) | (1) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; and an increase in benefits.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 938,827 | 0 | 0 | 938,827 | 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

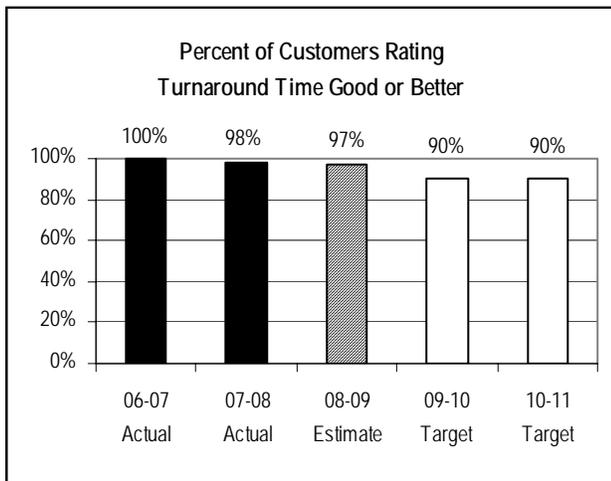
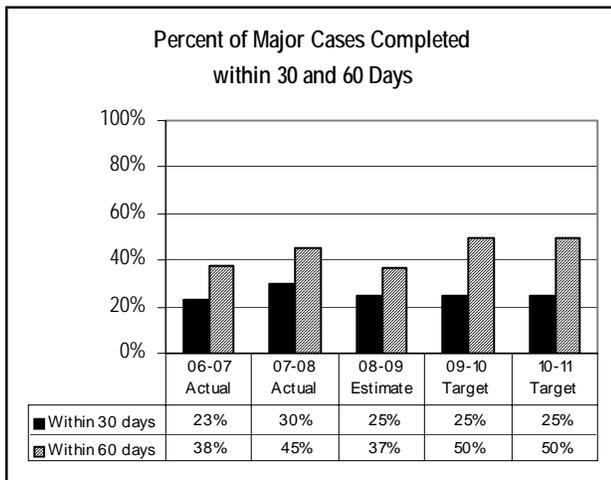
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court Security and Transportation Services

Headline Measures



Program Outcome Statement

The San Mateo County Forensic Laboratory serves all criminal justice agencies by providing specialized investigative and scientific analytical services, which results in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity and to ensure public safety.

Services and Accomplishments

The Forensic Laboratory 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.

The following are major accomplishments in the current year:

- Deployed the Laboratory's Information Management Systems (LIMS) to the District Attorney's Office
- Wrote all mission critical manuals to the specifications and criteria of the International Accreditation Program of ISO:17025
- Used grant funds to offset employee 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 Police Department and the Concord Police Department
- Entered into a new contract to provide forensic testing services to the Hayward Police Department
- Established an amortization fund for instrument replacement
- Developed a five year strategic plan for the Laboratory (2009 – 2013), with input from Sheriff's Office Executive Management, County Board of Supervisors, County Manager, client agencies, city fiscal officers, judges, District Attorney's Office, defense attorneys, Laboratory Oversight Committee members, and laboratory employees

Story Behind Performance

The San Mateo County Sheriff's Office Forensic Laboratory's continues to develop the Laboratory's abilities to better service client agencies, while exploring areas for revenue generation. Twenty-five percent of major cases are completed within 30 days and 37% are completed within 60 days. This decrease is due to staff vacancies and the training of new employees, which averages 18 to 24 months. Despite a growing caseload challenging the ability to maintain case

turnaround targets, the Laboratory continues to receive strong client survey responses, with 97% rating turnaround time good or better.

The Laboratory deployed its LIMS to the District Attorney's Office. This is a web-based application that resides on LawNet and allows client agencies greater real-time access to Laboratory information. Law enforcement agencies and the District Attorney's Office can download electronic laboratory reports, crime scene photos, and submit case information for incoming evidence. These features allow the Laboratory's partners greater access to their cases, at their convenience, while saving valuable Laboratory staff time in the Clerical and Property Units. One hundred percent of the law enforcement community in San Mateo County have been trained and are using the LIMS. Not only does the LIMS streamline the information process of the Laboratory to its clients, it also makes evidence submission more efficient by use of electronic signature pads for evidence transfers, reducing paper consumption. All Laboratory Units are currently employing the system for case management, note taking, report writing, and report review and issuing. LIMS is used by the Forensic Laboratory's supervisors and management to review analysis requests, make case assignments, and to monitor the Laboratory case turnaround times and case production.

This year the Laboratory intensified its efforts to obtain the American Society of Crime Laboratory Directors / Laboratory Accreditation Board (ASCLD / LAB), accreditation employing the international standards and criteria as set forth under ISO:17025. The Laboratory has written all of its administrative, technical-procedural, and training manuals reflecting these new criteria. 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.

With funds from the Federal 2008 Deoxyribonucleic Acid (DNA) Backlog Grant and the State's Proposition 69, the Laboratory hired an additional full-time DNA analyst, funded part-time staff, and the purchase of disposable reagent supplies. These resources were employed in the Forensic Biology Unit of the Sheriff's Office Forensic Laboratory to lower operating costs and to aid in off-setting the increasing work load that will occur when the State of California transitions to a Full Felon DNA Database of all arrestees from the State's current DNA Database of those individuals convicted of Crime Against Persons and Arson.

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 their families. Delays can also cause release of offenders who may re-offend while awaiting trial, or prolong the exoneration of individuals falsely accused of a criminal act and accurate investigative leads that allow investigators to focus on the true perpetrators of crimes in San Mateo County and its service agencies.

To assist in offsetting increases in operating costs, the Laboratory has annual service contracts with the Vallejo Police Department for \$150,000 and Concord Police Department for \$35,000 and has entered into a new service contract with the Hayward Police Department for \$35,000.

With the use of funds achieved from the Laboratory's out of county contract agencies, the Laboratory was able to hire a much needed firearms examiner after a search of six years. These funds are also being utilized to fund a Laboratory Instrument Amortization Replacement Account to lessen the Laboratory's burden on the County's General Fund for ongoing instrument replacement. Scientific instruments used at the Laboratory have a life expectancy of 8 to 12 years with replacement costs of \$65,000 to \$120,000.

The Laboratory has embarked on an extensive five-year strategic plan utilizing input from Laboratory management and line staff, the Sheriff's Office Executive Management, County Board of Supervisors, County Manager, the county law enforcement agencies, city managers, the judiciary, the District Attorney's Office, defense attorneys, contract agencies, and the Laboratory Oversight Committee members. This broad-based strategic plan will be used as a vision-and-goal-establishing forum to further develop the service options and future testing abilities of the Laboratory that will meet the needs of the myriad of clients the Laboratory serves.

Major challenges over the next two years will be:

- To maintain current Laboratory accreditation
- To continue work on the accreditation process for the ASCLD / LAB change over to ISO / IEC17025:2005(E) standards, mandated by 2010
- To maintain current FBI / DNA audit status, which allows the Laboratory to enter DNA profiles into databases
- To continue 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

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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Total number of major case items received | 3,503 | 7,320 | 4,476 | 4,000 | 4,000 |
| - Firearm items | 895 | 813 | 912 | 1,000 | 1,000 |
| - Latent print items ⁽¹⁾ | 1,807 | 5,556 | 2,530 | 2,000 | 2,000 |
| - Forensic Biology (DNA) items | 801 | 951 | 726 | 1,000 | 1,000 |
| Number of alcohol case items received | 1,229 | 2,284 | 1,964 | 1,500 | 1,500 |
| Number of drug case items received | 3,333 | 3,418 | 2,892 | 3,000 | 3,000 |
| Number of field calls | 14 | 66 | 76 | 40 | 40 |
| Number of items and analysis requests generated by field calls | 69 | 458 | 502 | 250 | 250 |
| Positive Associations: ⁽²⁾ | | | | | |
| - AFIS Positive Associations | 36 | 75 | 48 | --- | --- |
| - CODIS Positive Associations | 15 | 96 | 14 | --- | --- |
| - NIBIN Positive Associations | 5 | 14 | 19 | --- | --- |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Field call meetings and reports completed within 10 business days | 85% | 93% | 100% | 90% | 90% |
| Percent of major cases completed: | | | | | |
| - In less than 30 days from assignment | 23% | 30% | 25% | 25% | 25% |
| - In less than 60 days from assignment | 38% | 45% | 37% | 50% | 50% |
| Alcohol cases: | | | | | |
| - Average turnaround time (in days) | 3 | 3 | 4 | 4 | 4 |
| - Percent completed within 5 days of receipt | 98% | 98% | 66% | 100% | 100% |
| Drug cases: | | | | | |
| - Percent completed within 4 days of receipt | 10% | 26% | 34% | 40% | 40% |
| - Percent completed within 7 days of receipt | 50% | 45% | 61% | 60% | 60% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customers rating turnaround time as good or better | 100% | 98% | 97% | 90% | 90% |
| Percent of customers rating forensic laboratory services as good or better | 100% | 99% | 100% | 90% | 90% |

⁽¹⁾ 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.

(2) 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 32.0 | 32.0 | 31.0 | 31.0 | | 31.0 |
| Funded FTE | 32.0 | 32.0 | 31.0 | 31.0 | | 31.0 |
| Total Requirements | 6,102,037 | 6,132,259 | 6,957,186 | 6,903,194 | (53,992) | 6,954,209 |
| Total Sources | 5,018,765 | 4,555,077 | 4,986,194 | 4,656,157 | (330,037) | 4,464,258 |
| Net County Cost | 1,083,272 | 1,577,182 | 1,970,992 | 2,247,037 | 276,045 | 2,489,951 |
| NCC Breakdown | | | | | | |
| Local Grants Match | | | 1,891,066 | 1,833,499 | (57,567) | 2,015,845 |
| Mandated Services | | | 79,926 | 413,538 | 333,612 | 474,106 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,247,037 or 32.6%, of which 100% is mandated.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time projects and equipment; adjustments to revenue including increases in forensic laboratory service fees, and decreases in grants and Proposition 172 public safety sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (529,037) | (252,992) | 0 | 0 | 276,045 | 0 |

2. 2009 Recovery Act Funding to Forensic Laboratory Services

A federal stimulus grant from the 2009 Recovery Act has been appropriated. This grant, administered through the Office of Justice Bureau's BYRNE-JAG program, will assist local law enforcement with costs to conduct forensic laboratory analysis. Funding is appropriated for extra-help Crime Analysts and Forensic Specialists to assist with forensic lab caseload backlog. Forensic laboratory services and response times will be improved with this supplemental funding.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 199,000 | 199,000 | 0 | 0 | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (330,037) | (53,992) | 0 | 0 | 276,045 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; adjustments to benefits; and an increase in revenue from Proposition 69 DNA compliance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 7,101 | 250,015 | 0 | 0 | 242,914 | 0 |

4. 2009 Recovery Act Funding for Forensic Laboratory Services

One time funding from the 2009 Recovery Act to supplement forensic laboratory services with caseload backlog has been removed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (199,000) | (199,000) | 0 | 0 | 0 | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (191,899) | 51,015 | 0 | 0 | 242,914 | 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

Program Outcome Statement

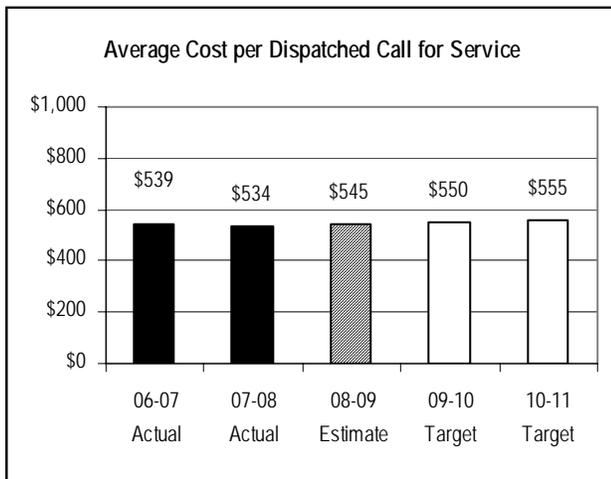
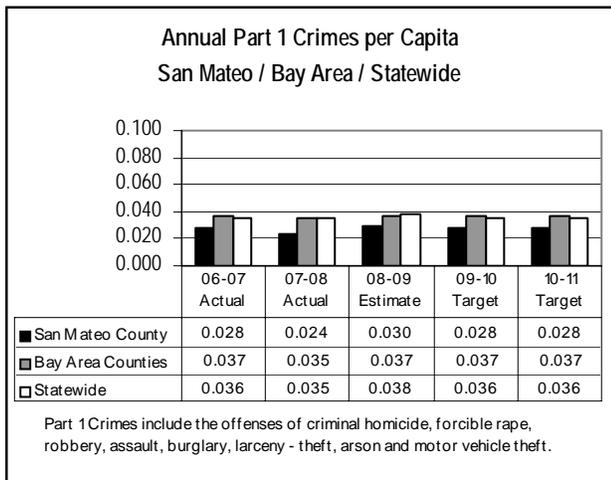
The Patrol Bureau strives to improve the quality of life in San Mateo County by providing a high level of public service and keeping communities safe through enforcement, prevention, education and community policing efforts in partnership with communities, other governmental entities and schools.

Services and Accomplishments

The Patrol Bureau 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.

Under contract with the San Mateo County Transit District (SamTrans) and the Peninsula Joint Powers Board (JPB / Caltrain), the Sheriff's Transit Police provides law enforcement and investigative services to the municipal bus system and commuter railroad. Combined, these systems transport approximately 80,000 passengers per day on more than 300 buses and 100 trains over 81 miles of track throughout San Francisco, San Mateo and Santa Clara counties. The Bureau strives to improve the safety and security of the users and workers on these systems through professional and reliable police services, innovative problem solving, and working collaboratively with federal, state and local agencies.

Headline Measures



The following are major accomplishments in the current year:

- The Community Policing Unit was recognized by the San Mateo County STARS Program and the County Board of Supervisors for its outstanding customer service for 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 Seventh annual North Fair Oaks Festival

- Participated in Avoid the 23 DUI Enforcement Program with four deputies receiving recognition awards
- Collaborated with the Human Services Agency and the Multi-Cultural Institute and the Day Worker Program to assist day workers and to reduce the number of resident / business complaints in the North Fair Oaks community
- Continued law enforcement efforts to reduce gang activity by organizing the formation of a neighborhood watch program in the Moonridge community
- Enhanced the Transit Police Bureau's ability to enforce safety regulations in its High Intensity Safety Enforcement Program by adding four additional Deputy Sheriffs and an additional Sergeant to the unit

Story Behind Performance

The crime rate in San Mateo County in 2007 was .024 compared to .035 for the eight Bay Area counties and .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 7,500 in 2008. Transit police citations have also increased to approximately 7,000 annually, due to the addition of a Transit Special Enforcement Officer, who writes citations for fare violations on-board, as well as issuing parking citations at the train stations. These citations generate approximately \$115,000 annually in revenue to the District, and have helped improve safety, parking congestion, and responsible 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 2008-09 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 Day Worker 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 was recognized with a County STARS honorable mention 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 their 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 address the need for a counter-terrorism training program for public transit train crews, bus operators, and other key personnel
- To continue to collaborate with the Multi Culture Institute to 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 respond to, and identify suspects in, gang incidents on buses, and help reduce train-related fatalities
- To continue to address requests from merchants and residents for increased foot and bike patrols by Deputies along Middlefield Road in North Fair Oaks due to increased gang activity
- 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
- Complete a plan for expanded traffic enforcement in County Service Areas #1 and #8
- 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
- Expand transit Explosive Ordinance Detection (EOD) patrol service on-board Caltrain and at train stations throughout the corridor

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
- Increase and post hours that substations are open to the public
- Maintain consistent assignment of patrol Deputies for improved communication with local residents and better knowledge of community issues and "hot spots"
- Continue to work in partnership with 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 Sheriff's Activity League events, Dream Machine Event, Mavericks Surfing Competition, July 4th 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of dispatched calls for service: | | | | | |
| - Patrol services | 56,937 | 64,229 | 60,000 | 60,000 | 60,000 |
| - Transit Police | 6,251 | 7,039 | 7,500 | 7,500 | 7,500 |
| Number of citations issued: | | | | | |
| - Patrol services | 10,352 | 11,824 | 11,000 | 11,000 | 11,000 |
| - Transit Police | 6,480 | 7,865 | 7,000 | 7,500 | 7,700 |
| Number of total traffic activities by Patrol Deputies (non-citation) | 16,847 | 18,204 | 15,000 | 17,000 | 17,000 |
| Number of right-of-way trespassing interventions annually (CalTrain) | 187 | 222 | 144 | 175 | 175 |
| Number of first-time offenders placed in Juvenile Diversion Program: Aftercare | 49 | 84 | 65 | 65 | 65 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Average response time for priority dispatched calls (in minutes): | | | | | |
| - Urbanized service areas | 3:57 | 4:44 | 5:21 | 4:30 | 4:30 |
| - Rural service areas | 11:41 | 11:41 | 11:00 | 11:00 | 11:00 |
| - Transit (system-wide 3 counties) | 19:50 | 19:58 | 22:19 | 20:00 | 20:00 |
| Number of transit-related arrests | 124 | 100 | 150 | 150 | 150 |
| Average cost per dispatched Patrol service call | \$539 | \$534 | \$545 | \$550 | \$555 |
| Number and percent of first time offenders successfully completing Juvenile Diversion Programs | 34 / 85% | 17 / 90% | 28 / 85% | 25 / 85% | 25 / 85% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Annual number of Part 1 crimes | 21,136 | 17,818 | 21,500 | 21,000 | 21,000 |
| Annual Part 1 crimes per capita: | | | | | |
| - San Mateo County | .028 | .024 | .030 | .028 | .028 |
| - Eight bay area counties | .037 | .035 | .037 | .037 | .037 |
| - Statewide | .036 | .035 | .038 | .036 | .036 |
| Number of on-board assaults annually: | | | | | |
| - CalTrain commute trains | 21 | 13 | 18 | 18 | 18 |
| - SamTrans buses | 12 | 10 | 6 | 10 | 10 |
| - Total assaults | 33 | 23 | 24 | 28 | 28 |

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number and percent of youth re-offending within 12 months of completing Juvenile Diversion Program | 4 / 15% | 2 / 10% | 5 / 15% | 5 / 15% | 5 / 15% |

Patrol Bureau (3051P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 106.0 | 103.0 | 103.0 | 103.0 | | 103.0 |
| Funded FTE | 106.0 | 103.0 | 102.8 | 102.9 | 0.1 | 102.9 |
| Total Requirements | 23,496,086 | 22,299,138 | 23,923,612 | 25,129,148 | 1,205,536 | 27,092,127 |
| Total Sources | 13,486,849 | 13,337,904 | 14,047,189 | 13,794,076 | (253,113) | 14,115,268 |
| Net County Cost | 10,009,237 | 8,961,234 | 9,876,423 | 11,335,072 | 1,458,649 | 12,976,859 |
| NCC Breakdown | | | | | | |
| State Grants Match | | | 25,000 | 25,000 | | 25,000 |
| Local Grants Match | | | 67,400 | 56,000 | (11,400) | 58,500 |
| Proposition 172 MOE | | | 3,488,214 | 3,488,214 | | 3,488,214 |
| Mandated Services | | | 5,541,982 | 6,420,428 | 878,446 | 7,930,352 |
| Non-Mandated Services | | | 753,827 | 1,345,430 | 591,603 | 1,474,793 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$11,335,072 or 45.1%, of which \$1,443,201 or 12.7% is discretionary. This discretionary amount includes Community and School Policing Services, the SWAT / Hostage Negotiations Team, and Community Alliance to Revitalize our Neighborhood (CARON) program.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and a net decrease in revenue including increases in contract service charges and a decrease in Proposition 172 public safety state sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (484,188) | 1,136,000 | 0 | 0 | 1,620,188 | 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 reduction. A reassignment of patrol beat coverage will ensure public safety is maintained and response times meet performance targets.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (161,539) | 0 | 0 | (161,539) | (1) |

3. San Mateo County Transit District Contract Police Services

One sergeant position has been added to support the FY 2008-09 contract expansion for enhanced transit police services on the CalTrain rail and SamTrans bus systems. All costs related to the addition of this position are fully reimbursable by the San Mateo County Transit District.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 231,075 | 231,075 | 0 | 0 | 0 | 1 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (253,113) | 1,205,536 | 0 | 0 | 1,458,649 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; adjustments to benefits; and increases in revenue for contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 321,192 | 1,962,979 | 0 | 0 | 1,641,787 | 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

Program Outcome Statement

The Sheriff's Office Investigations Bureau provides thorough and effective investigative and specialized services to the public and to San Mateo County criminal justice agencies to ensure a safer community and provide a foundation for investigation and prosecution while promoting countywide and area-wide collaborative partnerships. The Bureau also 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.

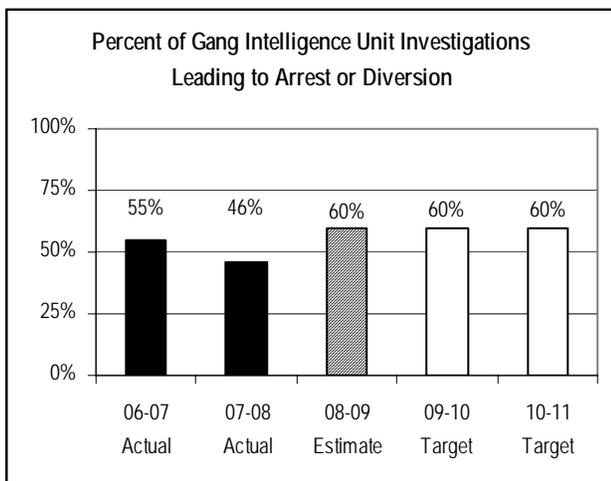
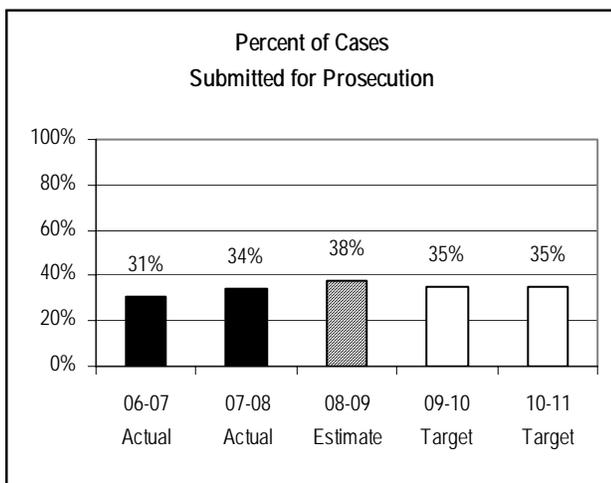
Services and Accomplishments

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), Regional Terrorism Threat Assessment Center (RTTAC), 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
- With a FY 2007-08 San Mateo County STARS Award, the Gang Intelligence and Investigations Unit organized and held a three-day Gang Intelligence Training Symposium that was attended by law enforcement personnel from agencies throughout the County and Bay Area. It provided valuable information about gang trends. A second symposium is planned for Fall 2009
- Received a federal Adam Walsh Grant to track and monitor indigent registered sexual offenders known to be residing in the unincorporated areas of San Mateo County
- 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 75 prohibited weapons this year
- The Narcotics Task Force established and implemented the Drug Endangered Children (DEC) Program to provide a drug

Headline Measures



intervention and case management protocol for all San Mateo County children exposed to the ill effects of illicit drugs

- With a new Homeland Security Super Urban Area Security Initiative grant, expanded the Northern California Regional Intelligence Center (HIDTA and RTTAC) 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
- The Health Security Unit, staffed by a Sheriff's Lieutenant dedicated to managing security services to San Mateo Center and Burlingame Long-term Care Center responded to over 24,000 calls for security service
- The Countywide Security Unit performed over 500 calls for service to County departments

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-eight percent of investigation cases were submitted to the District Attorney's Office in FY 2008-09.

Since 2002, the San Mateo County Narcotics Task Force has worked collaboratively with their state and federal narcotic enforcement partners in investigating multiple drug trafficking organizations operating in San Mateo County. These investigations affirm the commitment of targeting drug trafficking organizations as mandated by the Office of National Drug Control Policy and the Northern California High Intensity Drug Trafficking Area (HIDTA), who provide supplemental funding to the Task Force.

The Gang Intelligence and Investigations Unit serves as the centralized clearing-house for countywide gang related activities and gang member information. Sixty percent of the Sheriff's Gang Intelligence Unit's investigations led to arrest or diversion in FY 2008-09. 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, Patrol Field Training Orientation, Burlingame Long Term Care Employee Training, South County Mental Health and Human

Services Agency Home Visiting Initiatives. In addition, the Unit provides site security surveys and assessments and 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 coordinating 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

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 their assessment review of our 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of cases reviewed annually | 8,728 | 8,799 | 8,800 | 8,870 | 8,923 |
| Number of cases performed annually: | | | | | |
| - Investigative services | 7,935 | 5,891 | 6,500 | 6,539 | 6,578 |
| - Multi-jurisdictional services | 482 | 595 | 565 | --- | --- |
| Number of calls for County facilities security services | 18,881 | 22,340 | 25,000 | 23,000 | 23,000 |
| Number of applicants fingerprinted | 6,185 | 6,018 | 6,250 | 4,500 | 5,500 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number of gang members validated ⁽²⁾ | 407 | 244 | 225 | 200 | 180 |
| Number of arrests made annually by multi-jurisdictional task forces | 216 | 303 | 280 | 300 | 300 |
| Number of cases submitted to the District Attorney's Office: | | | | | |
| - Major crimes (violence, crimes against persons, excluding sex crimes) | 144 | 421 | 350 | 350 | 350 |
| - Sex crimes | 44 | 22 | 50 | 35 | 35 |
| - General crimes (property and vehicle theft, embezzlement, other) | 2,272 | 2,372 | 2,625 | 2,300 | 2,300 |
| Number of weapons surrendered by the Firearm Domestic Violence Program | 20 | 93 | 75 | 76 | 77 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of Gang Intelligence and Investigations Unit leading to arrest or diversion | 55% | 46% | 60% | 60% | 60% |
| Number and percent of cases submitted to the District Attorney's Office (Investigations only) | 2,460 / 31% | 3,115 / 34% | 2,800 / 38% | 2,791 / 35% | 2807 / 35% |

⁽¹⁾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.

⁽²⁾This was a new program that began in FY 2006-07 and in the first year of operation the contacts were high. As more gang members were validated, new validations are anticipated to drop and subsequent contact with the validated gang members will be to update their information.

Investigations Bureau (3053P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 81.0 | 122.0 | 70.0 | 72.0 | 2.0 | 72.0 |
| Funded FTE | 79.0 | 121.9 | 70.0 | 72.0 | 2.0 | 72.0 |
| Total Requirements | 15,604,344 | 15,525,816 | 18,035,002 | 20,084,006 | 2,049,004 | 21,259,089 |
| Total Sources | 11,308,079 | 11,090,004 | 12,756,550 | 13,891,226 | 1,134,676 | 14,120,592 |
| Net County Cost | 4,296,265 | 4,435,812 | 5,278,452 | 6,192,780 | 914,328 | 7,138,497 |
| NCC Breakdown | | | | | | |
| State Grants Match | | | 226,161 | 149,146 | (77,015) | 187,587 |
| Local Grants Match | | | 118,949 | 414,003 | 295,054 | 668,977 |
| Proposition 172 MOE | | | 2,290,214 | 2,290,214 | | 2,290,214 |
| Mandated Services | | | 697,088 | 1,338,796 | 641,708 | 1,801,211 |
| Non-Mandated Services | | | 1,946,040 | 2,000,621 | 54,581 | 2,190,508 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,192,780 or 30.8%, of which \$2,000,621 or 32.3% is discretionary. This discretionary amount includes Juvenile Diversion, Gang Intelligence and Investigations, Street Crimes Task Force, Cargo Theft Task Force, Countywide Security, and Health System Security.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes due to a department reorganization; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increases in reimbursements for fingerprinting services and Message Switch services; and adjustments in revenue including increases in grants and a decrease in Proposition 172 public safety state sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 743,956 | 2,149,382 | (149,020) | 0 | 1,256,406 | 0 |

2. Reduction in Workforce - Detective Bureau Deputy Sheriff

One filled Deputy Sheriff position assigned to Investigations has been deleted to meet budget target reduction. This position is assigned to the Federal Bureau of Investigations Regional Computer Forensic Crime Laboratory (FBI-RCFL) and provides the Sheriff's Office and San Mateo County law enforcement task force members forensic computer laboratory analysis and information collected and stored at the FBI-RCFL. The primary impact of eliminating this position will be the loss of expensive and valuable advanced computer forensics training the Deputy Sheriff

assigned to the position receives, which aids the Sheriff's Office and San Mateo County law enforcement task forces. The Sheriff's Office will retain a relationship with the FBI-RCFL to access their data and information.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (161,539) | 0 | 0 | (161,539) | (1) |

3. Reduction in Workforce - Countywide Security Deputy Sheriff

One filled Deputy Sheriff position assigned to Countywide Security has been deleted to meet budget target reduction. The Countywide Security Unit will retain a Sergeant position to continue providing Countywide security services, but services will be reduced. The Sheriff's Office will work with County departments to identify priority services, but reductions will most likely be in the areas of workplace safety and crime prevention education and site security assessments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (180,539) | 0 | 0 | (180,539) | (1) |

4. Fusion Center

Three Crime Analyst and one Fiscal Office Specialist positions have been added to establish staffing for the Fusion Center, which is an all crimes regional intelligence gathering and dissemination center funded by the Department of Homeland Security's Super Urban Area Security Initiative. San Mateo County has partnered with San Francisco City and County and other bay area counties to operate this regional initiative.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 390,720 | 390,720 | 0 | 0 | 0 | 4 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,134,676 | 2,198,024 | (149,020) | 0 | 914,328 | 2 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; increases in benefits; and increases in revenue from grant funded programs and health security contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 229,366 | 1,175,083 | 0 | 0 | 945,717 | 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.

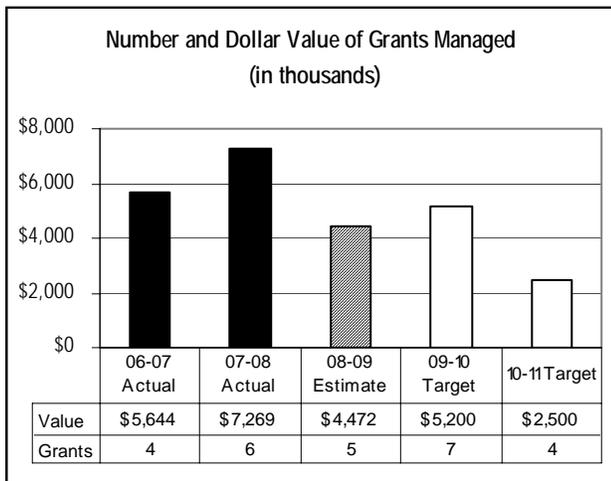
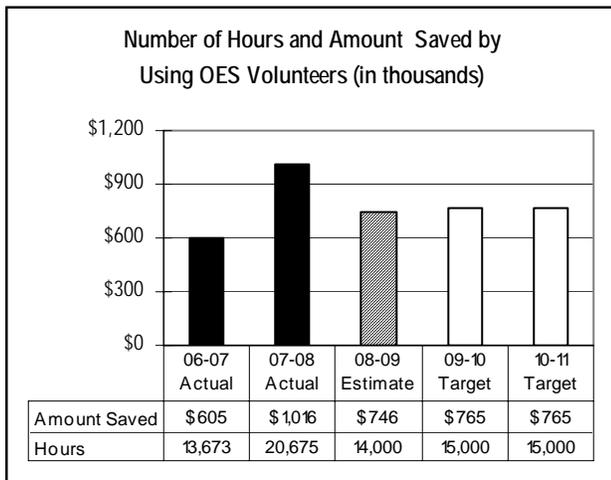
Services and Accomplishments

The Sheriff's Office of Emergency Services (OES) primarily contributes to the Shared Vision of a Healthy Community by 2025 through its law enforcement-directed Search and Rescue Unit and professional Emergency Management Services Unit. Each unit has a separate and distinct mission; however they work together in accordance with the state-mandated Emergency Management System (SEMS). OES also is pursuing County-wide National Incident Management System (NIMS) training and compliance standards to all jurisdictions in San Mateo County. OES also prepares and monitors all Homeland Security grants for the County and operational areas.

The following are major accomplishments in the current year:

- Awarded three Homeland Security grants, one for emergency preparedness equipment and training, one for terrorism response planning and training and a "buffer zone" grant to secure a designated high security area in the County
- Met with all member cities to improve OES customer service efforts and expand joint participation with cities
- 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, floods, gas leaks, and hazardous materials spills; OES Joint Powers Authority (JPA) partners responded to 674 calls for service, including 120 Bomb Squad callouts
- Organized and coordinated the fourth annual Emergency Preparedness Day which drew over 2,500 attendees. The funding for this event was received by a cooperative venture with the City and County of San Francisco
- Completed installation of nine tsunami warning sirens along the coastal region of San Mateo County and conducted a full volume test in September
- Continued development of Extreme Weather Plan with Human Services Agency and the Health System
- Established a series of National Incident Management Courses for Cities and County employees; established training on the County's training website

Headline Measures



- Conducted Golden Guardian Exercise - Emergency Operations Command (EOC) training for 55 County EOC staff
- Expanded the San Mateo County Ready website, www.smcready.org to include coordinated training calendar for all the county Citizens Emergency Response Teams (CERT); supplied all CERT teams with new equipment including manuals and supplies
- With homeland security funding, translated a 30 minute disaster preparedness DVD into Spanish, Tagalog and Chinese
- Continued working with the Health System on pandemic flu planning and conducted a Silver Dragon exercise – pandemic flu emergency response
- 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 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, disasters, and catastrophic events. OES and the Joint Power Authority partner agencies responded to 674 service calls this year for law enforcement, fire, hazardous materials spills, bomb threats and search and rescue missions. OES staff continue 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 five grants valued at over \$4.4 million in the FY 2008-09 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.

OES continues to see a drop in service calls. This is partially due to the County of San Mateo Environmental Health's waste drop off program which allows residents to safely bring household waste to collection sites to be disposed of properly. This service has reduced hazardous materials call outs, allowing OES staff to dedicate more time to modify the individual City and Town Emergency Operations Plans that were outdated due to new NIMS requirements and changes in County population and population needs.

OES responds to 40 to 50 major emergencies each year including serious fires, extreme storm conditions, law events, SWAT incidents, lost person searches, rescues, hazardous materials incidents, bomb threats, and national security alerts. The Office has been able to respond to 100% of incidents within one hour. Victim assistance

remains a high priority, both for OES and the first responder agencies that OES supports. Services and support for family members by the Red Cross have been quickly brought to the scene and efforts have been focused on our vulnerable populations, after seeing the after effects of Hurricane Katrina. As part of our interest in vulnerable populations, OES conducted training for first responders dealing with hearing impaired individuals.

The OES staff work closely with all emergency response agencies and several community based organizations, including THRIVE and Peninsula Clergy Network. OES understands the need to partner with non-profit service providers. Both groups are now included in the San Mateo County Alert system. HAM radios are being deployed this year to key non profit agencies maintaining the support of agencies providing emergency food, shelter, and most importantly understanding and supporting our "Special Needs" population is at the forefront of the OES mission.

Community Emergency Response Teams (CERT) continues to grow throughout San Mateo County. There are almost 3,000 trained CERTs in the County at this time. OES supports the CERT program in several ways including training, supplies and coordination. Additionally, OES hired CERT coordinator last year on contract with grant funding to work with the community groups and fire agencies to coordinate the training Countywide.

In keeping with our strong citizen preparedness efforts, OES worked closely with members of the San Mateo County Board of Supervisors to host the Fourth annual Disaster Preparedness Fair at the San Mateo County Event Center. Over 2,500 residents came to the event to view preparedness and disaster response demonstrations and visit City and County government-staffed information booths so residents understand resources available to them and the planning efforts going on close to home. This year 200 people went through CPR training as part of the event.

The OES supported a Regional Urban Search and Rescue exercise at the College of San Mateo. Local fire departments and the Sheriff's Office Bomb Squad were able to hone their skills on real buildings. Real time deployment of OES generators, lights and communications equipment was practiced.

The Search and Rescue Unit is on-call seven days a week, twenty-four hours a day. OES has over 300 trained volunteers who respond to situations involving lost persons as well as water related incidents. These volunteers respond to extraordinary and planned events each year, saving thousands of agency staff hours. The prompt response of the Search and Rescue Unit has resulted in the timely location of and aide to lost victims of heart attacks, illnesses, dementia or suicide.

This year OES 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 their use when advance notice of storms comes in.

Major challenges over the next two years will be:

- To continue to work effectively with local, regional, state, and federal agencies to ensure San Mateo County receives real information in regards to threat levels and terrorist activities and trends throughout the world
- To maintain the Emergency Services Joint Powers Authority (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 Super Urban Area Security Initiative (SUASI)
- To improve inter-agency coordination, communication, education, and regional training on critical issues of countywide emergency preparedness
- To balance grant administration requirements from the Department of Homeland Security, while continuing to respond to natural and man-made disasters and emergency incidents
- To continue to fund programs such as Community Emergency Response Teams, and provide weapons of mass destruction detection resources and training
- To secure funding for grant obtained vehicles - currently no maintenance funding is allowed in grants
- To secure funding for the Dam and Levee Project as recommended by the Grand Jury
- To train County staff and prepare County departments for their 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

- Continue to work with all cities that have not yet submitted and incorporated the new Emergency Operations Plan to their cities for City Council acceptance
- Develop and implement an electronic database to manage the use of JPA and Sheriff's Office equipment
- 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 Urban Shield in October 2009 and Golden Guardian in November 2009
- Participate in the federal Super Urban Area Security Initiative (SUASI) program for the San Francisco Regional Area
- Participate in the federal Urban Area Security Initiative program to upgrade seven 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 Departmental Operation Centers (DOC) for key County departments, to support the Emergency Operations Center (EOC)
- Continue to advocate for radio interoperability as directed by Homeland Security to fulfill a national goal

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 fifth annual Emergency Preparedness Day in September of 2009
- Continue to use, develop and market the San Mateo County alert system (www.smcalert.info) for both first responders and citizen notifications, with a focus on targeting schools
- Continue to expand the Telephone Emergency Notification System (TENS), using reverse 911 technology

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|
| What / How Much We Do (Effort) | | | | | |
| Annual calls for service | 711 | 693 | 674 | 685 | 685 |
| Number of search and rescue / law enforcement support mission requests | 228 | 206 | 172 | 200 | 200 |
| Number of incidents responded to by OES staff | 22 | 39 | 48 | 50 | 50 |
| Total mutual aid calls for service: | | | | | |
| - Law enforcement | 314 | 330 | 350 | 325 | 325 |
| - Fire | 25 | 18 | 2 | 10 | 10 |
| - Haz-Mat | 17 | 24 | 30 | 35 | 35 |
| - Bomb Squad – high threat | 82 | 69 | 80 | 80 | 80 |
| - Bomb Squad – total calls | 127 | 115 | 120 | 115 | 115 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Annual FTE paid hours saved by use of OES volunteers | 13,673 | 20,675 | 14,000 | 15,000 | 15,000 |
| Amount saved by use of OES volunteers ⁽¹⁾ | \$605,045 | \$1,016,426 | \$746,200 | \$765,000 | \$765,000 |
| Percent of emergency incidents responded to within one hour | 100% | 100% | 100% | 100% | 100% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of Operational Area (JPA) customers rating OES support as good or better in annual customer survey ⁽²⁾ | --- / --- | 14 / 100% | 15 / 90% | 15 / 90% | 15 / 90% |
| Number and percent of Bomb Squad callouts where an explosive or dangerous device is located and disarmed | 38 / 33% | 47 / 42% | 35 / 35% | 40 / 40% | 40 / 40% |
| Number and dollar value of grants managed during the year | 4 grants / \$5,643,719 | 6 grants / \$7,269,574 | 5 grants / \$4,471,858 | 7 grants / \$5,200,000 | 4 grants / \$2,500,000 |

⁽¹⁾ The amount saved by use of OES volunteers is based on hourly rates from \$37 in FY 2003-04 to \$42 in FY 2007-08.

⁽²⁾ The annual customer survey was not conducted during FY 2006-07.

Office of Emergency Services (3055P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 12.0 | 11.0 | 10.0 | 10.0 | | 10.0 |
| Funded FTE | 11.9 | 11.0 | 10.0 | 10.0 | | 10.0 |
| Total Requirements | 7,752,302 | 4,969,083 | 6,232,602 | 6,609,096 | 376,494 | 4,520,551 |
| Total Sources | 6,600,034 | 2,278,517 | 4,797,891 | 5,197,798 | 399,907 | 2,989,768 |
| Net County Cost | 1,152,268 | 2,690,566 | 1,434,711 | 1,411,298 | (23,413) | 1,530,783 |
| NCC Breakdown | | | | | | |
| Emergency Services JPA | | | 574,474 | 489,395 | (85,079) | 521,062 |
| Mandated Services | | | 638,805 | 660,957 | 22,152 | 729,770 |
| Non-Mandated Services | | | 221,432 | 260,946 | 39,514 | 279,951 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,411,298 or 21.4%, of which \$260,946 or 18.5% is discretionary. This discretionary amount includes Marine Patrol and Rescue and Terrorism Response.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes due to a department reorganization; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); adjustments to Department of Homeland Security grants; and adjustments to revenue including increases in Emergency Services Joint Powers Authority, a net increase in grants, and a decrease in Proposition 172 public safety state sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 399,907 | 376,494 | 0 | 0 | (23,413) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; and adjustments in benefits.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 119,485 | 0 | 0 | 119,485 | 0 |

3. Radio Interoperability Project

One-time funding from Department of Justice Community Oriented Policing Services (COPS) Technology and Department of Homeland Security Super Urban Areas Security Initiative (SUASI) federal grants to implement the Radio Interoperability Project has been removed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,015,000) | (2,015,000) | 0 | 0 | 0 | 0 |

4. Homeland Security Buffer Zone Project

One-time funding to implement a Homeland Security Buffer Zone project has been removed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (193,030) | (193,030) | 0 | 0 | 0 | 0 |

TOTAL FY 2010-11 FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,208,030) | (2,088,545) | 0 | 0 | 119,485 | 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

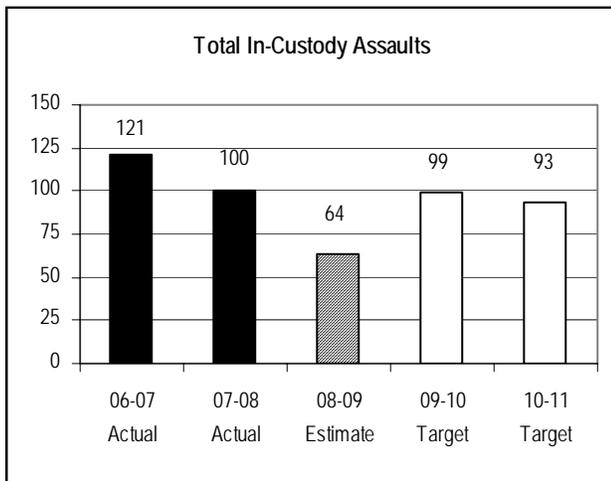
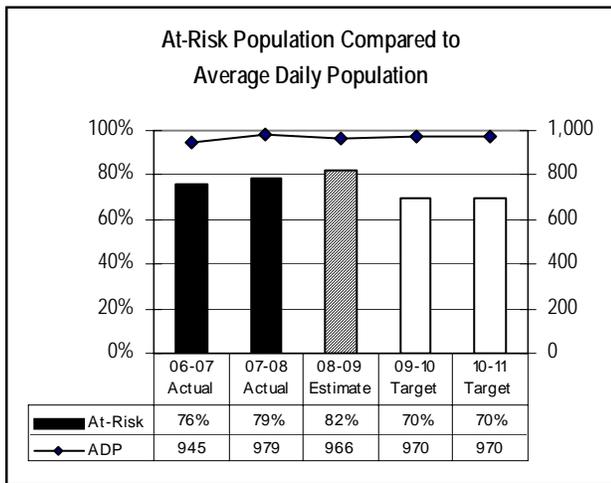


Maguire Correctional Facility

Custody Programs

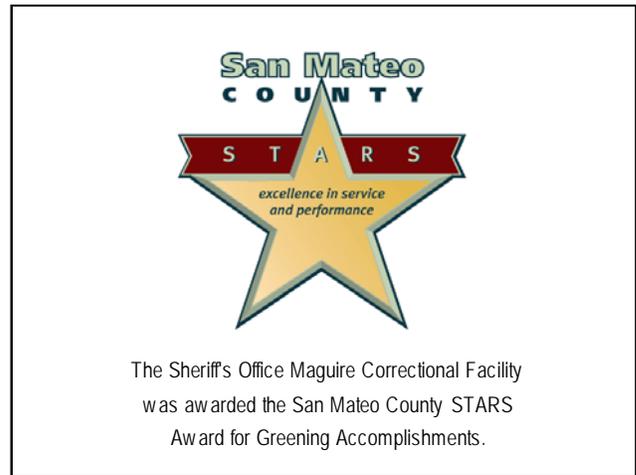
Court Security and Transportation Services

Headline Measures



Program Outcome Statement

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates in a humane and respectful environment. It assists the Court, law enforcement agencies, inmates and their families by operating a safe and secure correctional facility that ensures defendants appear in Court and complete jail sentences. Inmates are incarcerated in a manner, which provides for their medical, nutritional, hygienic, legal, and spiritual needs and are offered program services designed to provide opportunities to improve their lives both during and after incarceration to reduce recidivism.



Services and Accomplishments

The Maguire Correctional Facility (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 966 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 San Mateo County STARS Program and the County Board of Supervisors for Maguire's outstanding performance in County Green Efforts to decrease its ecological and environmental impact through conservation
- 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
- Collaborated with Correctional Health Services, Probation and Community Based Organizations to reduce jail population through an active re-entry program which helps reduce recidivism

- Developed a tracking and evaluation system to identify outcome measures for successful re-entry efforts
- Enhanced existing methods to support the new Jail Access Fee recording and billing requirements
- Supported the selection and implementation of the vendor building a Jail Management System (JMS) which 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
- In collaboration with Correctional Health Services, completed a ten year Choices program study
- Partnered with the Courts and Probation to implement the use of the "Pathways" program for modified sentenced inmates
- Continue working with County Information Services Department and County criminal justice departments on the multi-year project to migrate the CJIS operating system
- Assisted the Jail Planning Unit in their efforts to plan and construct a replacement correctional facility
- Increased Proposition 69, DNA collection, mandates by palming all felonies prior to the legislative deadline of January 2009
- With assistance from the Service League, modified front lobby hours and extended the Child Care Center hours to better serve family visiting needs, as well as inmates being released from custody
- Established a Corrections Division Compliance with the reassignment of one Correctional Officer responsible for all fire/life and safety / security systems in all correctional facilities
- Through a Capital Projects plan, completed second year of a three year plan to replace expired Life Safety Air tanks in both Maguire and the Women's Correctional Center
- Supported Public Works in converting all lighting to low, energy usage lighting

Story Behind Performance

The daily population at Maguire Correctional Facility (MCF) ire continues to experience a pronounced and sustained increase, reaching over 1,000 inmates in a facility rated by the California State Corrections Standards Authority for 688. Two measures of challenges to inmate management include percent of inmates classified as "at-risk" – which impact where and how inmates are housed within the existing, limited number of beds; and number of assaults on staff and other inmates. The average daily population (ADP) in FY 2008-09 is 966, 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 10% to 89%, partly as a result of the reduced ADP.

The cause for today's overcrowding in MCF is a result of 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 their last 30 days of sentence, they 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 our sentenced inmate population and minimizes this issue of weekend surrenders. While an average 57% of our sentenced inmate population currently serves their sentences in alternative non-custodial programs, trends reveal increasingly more sentenced inmates are not eligible for alternative custody programs due to the severity of their crimes.

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 our total inmate population. The Overflow Housing Unit has been used in FY 2008-09 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 three, 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 Re-entry Work Group, 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.

MCF continues to provide quality program services in partnership with County agencies and community based programs. The Choices Program for chemically dependent inmates and Re-entry Work Group target mental health services for those diagnosed with severe mental health issues and family services. San Mateo County's multi-disciplinary in-custody team approach for inmate care and services has been recognized by the Corrections Standards Authority as a model inmate management approach.

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 necessarily 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 implement the new Jail Management System (JMS) and assist with the Criminal Justice Information System (CJIS) migration
- To continue improving statistical collection and reporting
- To keep jail staff trained to manage the challenge of gang members in custody, as inmate gang membership grows
- To support the jail planning unit and other committees and task forces working toward addressing the County's critical inmate population challenges
- To continue to evolve and review inmate services and programs to best meet the needs of inmates and their families

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 as they relate 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

With Custody Programs and County Partners, Increase Re-entry Program Opportunities to Serve 10% More Inmates

- Continue to partner with County partner agencies to implement existing re-entry services programs to help reduce recidivism
- Design a needs assessment questionnaire that at initial incarceration, identifies specific programming needs
- Evaluate inmate programs and services through evidence based assessments
- Continue to designate two housing pods for the Choices Program
- Continue work with Probation to assign a full time Probation Officer to inmates in custody in an effort to modify their sentences out of custody and into re-entry programs

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of persons booked into custody | 19,278 | 18,894 | 19,178 | 19,000 | 19,000 |
| Number of releases | 15,920 | 16,770 | 18,310 | 18,000 | 18,000 |
| Number of inmates bailed from custody | 3,189 | 3,125 | 3,314 | 3,200 | 3,200 |
| Number of inmates cited out of custody | 3,081 | 2,854 | 3,142 | 3,200 | 3,200 |
| Average daily population managed at the Maguire Correctional Facility: | | | | | |
| - Pre-sentence inmates | 545 | 584 | 670 | 650 | 650 |
| - Sentenced inmates | 436 | 395 | 296 | 320 | 320 |
| - Total inmates | 981 | 979 | 966 | 970 | 970 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of average daily population classified as: | | | | | |
| - Gang affiliation | 16.7% | 16.3% | 16.0% | 15.0% | 15.0% |
| - Assaultive | 24.7% | 29.0% | 30.9% | 25.0% | 25.0% |
| - Suicidal | 20.6% | 19.4% | 20.8% | 18.0% | 18.0% |
| - Requiring psychological monitoring | 4.4% | 2.2% | 2.7% | 3.0% | 3.0% |
| - Requiring protective custody | 9.1% | 12% | 11.6% | 8.0% | 8.0% |
| - An escape risk | 0.6% | 0.3% | 0.4% | 0.5% | 0.5% |
| Number of documented major rule violations committed by inmates | 684 | 457 | 465 | 465 | 460 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of assaults: | | | | | |
| - Inmate vs. inmate | 98 | 80 | 44 | 80 | 75 |
| - Inmate vs. staff | 23 | 20 | 20 | 19 | 18 |
| Number of: | | | | | |
| - Escapes | 0 | 0 | 0 | 0 | 0 |
| - Attempts | 0 | 0 | 0 | 0 | 0 |
| - Release in error | 3 | 0 | 1 | 0 | 0 |
| Number of reported staff injuries | 57 | 25 | 38 | 35 | 30 |

Maguire Correctional Facility (3101P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 226.0 | 226.0 | 226.0 | 222.0 | (4.0) | 222.0 |
| Funded FTE | 227.0 | 225.6 | 225.6 | 222.0 | (3.6) | 222.0 |
| Total Requirements | 45,109,848 | 46,481,820 | 47,726,595 | 49,456,496 | 1,729,901 | 52,546,809 |
| Total Sources | 14,606,236 | 13,996,277 | 14,535,591 | 14,688,716 | 153,125 | 15,282,768 |
| Net County Cost | 30,503,613 | 32,485,543 | 33,191,004 | 34,767,780 | 1,576,776 | 37,264,041 |
| NCC Breakdown | | | | | | |
| Proposition 172 MOE | | | 9,027,185 | 9,027,185 | | 9,027,185 |
| Mandated Services | | | 22,702,239 | 24,304,644 | 1,602,405 | 26,712,881 |
| Non-Mandated Services | | | 1,391,664 | 1,366,035 | (25,629) | 1,454,059 |
| Local Overmatch | | | 69,916 | 69,916 | | 69,916 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$34,767,780 or 70.3%, of which \$1,391,035 or 4% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Release on Own Recognizance Program.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and adjustments to revenue including an increase in jail access fees and decreases in state booking fee allocation and Proposition 172 public safety state sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 153,125 | 2,271,301 | 0 | 0 | 2,118,176 | 0 |

2. Reduction in Workforce - Maguire Correctional Facility Lieutenant

One filled Lieutenant position assigned to the Maguire Correctional Facility has been deleted to meet budget target reduction. Currently, a Lieutenant is scheduled to be on-duty 24/7 at the Maguire Correctional Facility. This position served as a watch commander for both Maguire and Maple Street correctional facilities after hours. The reduction of this position will result in some weekday and weekend hours where there

will be no watch commander on-duty. Lieutenants in the division will shift schedules in order to reduce the number of hours without a watch commander on-duty. This budget reduction is proposed as a temporary solution towards addressing the Countywide structural budget deficit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (255,245) | 0 | 0 | (255,245) | (1) |

3. Reduction in Workforce - Corrections Division Management Analyst

One vacant Management Analyst position assigned to the Corrections Division has been deleted to meet budget target reduction. This position has been held vacant to meet the County's 5% vacancy rate target. The duties of this position have been reassigned to four other staff, including the Jail Planning Unit's Management Analyst created in January 2008.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (118,953) | 0 | 0 | (118,953) | (1) |

4. Reduction in Workforce - Booking Legal Office Specialist

One vacant Legal Office Specialist position assigned to the Booking Unit at Maguire Correctional Facility has been deleted to meet budget target reduction. This position has been held vacant to meet the County's 5% vacancy rate target. Other staff in the Booking Unit have been managing the workload.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (83,601) | 0 | 0 | (83,601) | (1) |

5. Reduction in Workforce - Release on Own Recognizance Legal Office Specialist

One filled Legal Office Specialist position assigned to Release on Own Recognizance has been deleted to meet budget target reduction. The unit will readjust schedules for other staff to ensure staffing coverage during high traffic intake booking hours with the program's remaining positions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (83,601) | 0 | 0 | (83,601) | (1) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 153,125 | 1,729,901 | 0 | 0 | 1,576,776 | (4) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 increases; annualized negotiated labor increases; adjustments to benefits; and increases in revenue from Proposition 172 public safety sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 594,052 | 3,090,313 | 0 | 0 | 2,496,261 | 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

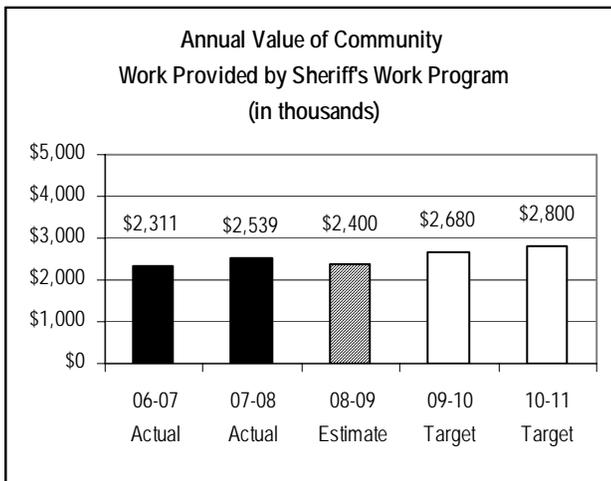
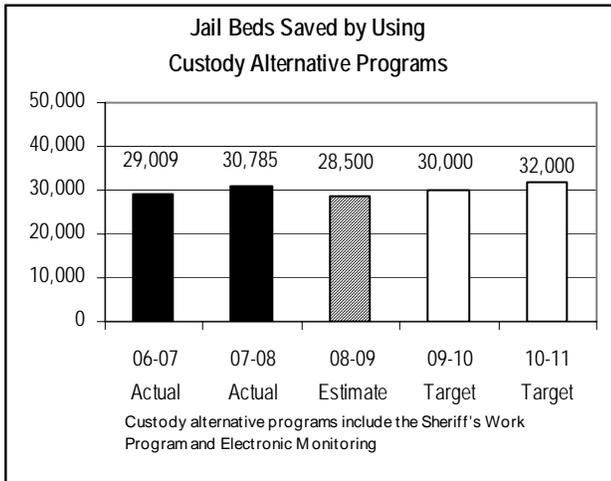
▷ Custody Programs

Court Security and Transportation Services

Program Outcome Statement

Custody Programs house minimum security-risk male and minimum and high security-risk female inmates in a safe and secure environment and provides public and rehabilitative services to promote community safety; support the successful transition of inmates back into the community; prevents overcrowding and reduces costs at the Maguire Correctional Facility (MCF); and provides cost savings to government and non profit agencies.

Headline Measures



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 320,000 hours of work in the community valued at \$2,400,000, through the Sheriff's Work Program
- Created a formal overflow housing plan to manage overcrowding at the Women's Correctional Center when the populations reaches 145
- 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
- Collaborated with Correctional Health Services in implementing a pre-natal program for expectant mothers in-custody

- Continued efforts with the Probation Department, Mental Health and community service providers, through a working re-entry group to provide inmates with a continuum of care while in custody and when released under probationary supervision
- Increased Choices capacity from 26 to 30 by moving the program into a larger housing unit which also allowed for the establishment of designated Work Furlough Program beds for women
- 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, began 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 2008-09, the facility provided security, care and custody for a population that ranged from 112 to 156 inmates with an average daily population of 135, (133% to 186% of Corrections Standards Authority rated capacity, or an average of 161% 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 2008-2009, it has been used on weekends when the population in both facilities is highest.

A State of California Jail Profile Survey conducted in 2004 stated, "The non-sentenced female population rose 5% in 2004. The female population has been growing faster than the male population over the past several years. This trend continues."

A Jail Planning Committee has been established to plan for the eventual replacement of the facility. 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.

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 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 attend their jobs 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.

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 \$2,400,000.

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 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

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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Average daily population (ADP): | | | | | |
| - Women's Correctional Center (WCC) | 153 | 140 | 135 | 140 | 140 |
| - Minimum Security Transitional Facility | 42 | 42 | 40 | 42 | 42 |
| - Medium Security Facility (MSF) ⁽¹⁾ | --- | --- | --- | --- | --- |
| Average daily number of Sheriff's Work Program (SWP) and Electronic Monitoring Program (EMP) Participants | 481 | 480 | 434 | 450 | 500 |
| Average daily number of inmates participating in Choices at WCC | 23 | 23 | 28 | 28 | 28 |
| Average daily number of participants in the Work Furlough Program | 14 | 22 | 25 | 30 | 30 |
| Average number of inmates participating in SWP community work crews per day | 113 | 116 | 108 | 115 | 120 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of WCC inmates participating in Choices program based on program capacity of 26 | 88% | 89% | 93% | 93% | 93% |
| Percent of total inmate population participating in custody alternative programs | 32% | 33% | 30% | 33% | 35% |
| Number of assaults at Women's Correctional Center | 7 | 4 | 5 | 5 | 4 |
| Number of Assaults at MSF ⁽¹⁾ | --- | --- | --- | --- | --- |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Total jail beds saved by using custody alternatives programs (SWP, EMP) | 29,009 | 30,785 | 28,500 | 30,000 | 32,000 |
| Number of community service hours and value of work performed by work crews: | | | | | |
| - Total SWP hours | 330,120 | 338,496 | 320,000 | 335,000 | 350,000 |
| - Total value | \$2,310,840 | \$2,538,720 | \$2,400,000 | \$2,680,000 | \$2,800,000 |
| Number of jail beds saved at Maguire Correctional Facility ⁽¹⁾ | --- | --- | --- | --- | --- |

⁽¹⁾ These measures will be tracked if and when the Medium Security Facility (MSF) is opened.

Custody Programs (3150P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 37.0 | 37.0 | 38.0 | 38.0 | | 38.0 |
| Funded FTE | 37.0 | 37.0 | 38.0 | 38.0 | | 38.0 |
| Total Requirements | 8,434,444 | 9,308,559 | 9,758,614 | 10,068,295 | 309,681 | 9,794,727 |
| Total Sources | 2,985,154 | 3,128,424 | 3,910,069 | 3,627,749 | (282,320) | 2,715,831 |
| Net County Cost | 5,449,290 | 6,180,135 | 5,848,545 | 6,440,546 | 592,001 | 7,078,896 |
| NCC Breakdown | | | | | | |
| Proposition 172 MOE | | | 1,939,090 | 1,939,090 | | 1,939,090 |
| Mandated Services | | | 3,113,259 | 3,341,053 | 227,794 | 3,818,717 |
| Non-Mandated Services | | | 796,196 | 1,160,403 | 364,207 | 1,321,089 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,440,546 or 64%, of which \$1,160,403 or 18% is discretionary. This discretionary amount includes Sheriff's Work Program and Electronic Monitoring Program.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); adjustments in reimbursements including an increase for the Jail Management System project; and adjustments in revenue including increases in Alternative Sentencing Bureau program fees and a decrease in Proposition 172 public safety state sales tax.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (282,320) | 711,086 | (401,405) | 0 | 592,001 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; and adjustments to benefits.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 638,350 | 0 | 0 | 638,350 | 0 |

3. Jail Management System

One-time funding to support the purchase and implementation of the Jail Management System has been removed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (911,918) | (1,901,918) | 990,000 | 0 | 0 | 0 |

TOTAL FY 2010-11 FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (911,918) | (1,263,568) | 990,000 | 0 | 638,350 | 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

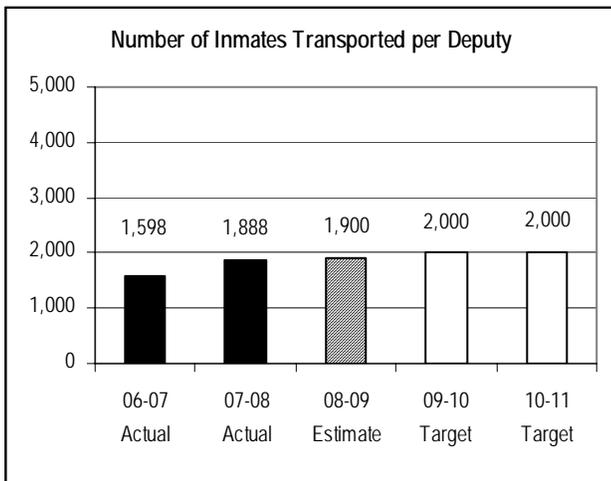
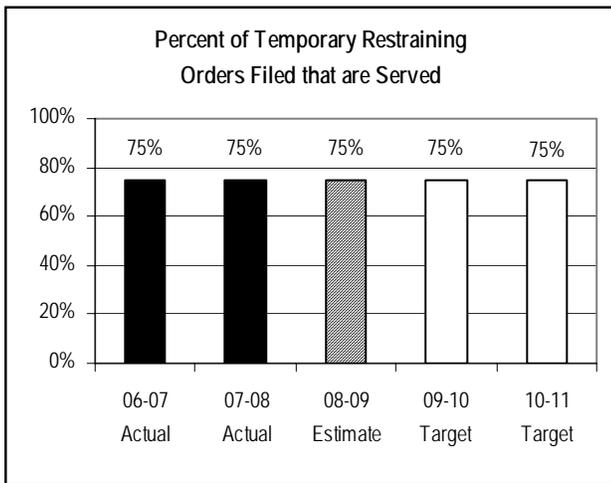
Office of Emergency Services

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 33 permanent judicial departments and pro-tem courtrooms, located in five courthouses throughout the County. The Transportation Unit transports inmates in a safe, secure and efficient manner to the Courts and other facilities ensuring escapes and threats to the public safety are avoided. The Civil Enforcement Unit provides service and enforcement of warrants and civil processes.

The following are major accomplishments in the current year:

- Transported over 32,000 inmates with no escapes
- Continued to work with the Court to provide Court Security services within the budget provided by the State Administrative Office of the Courts
- Processed and served over 1,100 court civil actions, in a year of unprecedented home foreclosures
- Utilized two Relief Staffing Unit positions to backfill two disability leaves in Transportation, saving 4,000 hours of overtime

Story Behind Performance

During the past year, over 32,000 inmates were transported with no escapes. That equates to an average 1,900 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 2008-09, 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.

- 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 current level of service with the Court without full funding from the Administrative Office of the Courts

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

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

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of inmates transported | 35,764 | 32,075 | 32,300 | 32,500 | 33,800 |
| Number of courtroom incidents requiring legal action by a Deputy | 0 | 1 | 0 | 0 | 0 |
| Number of temporary restraining orders filed | 843 | 840 | 830 | 850 | 875 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number of inmates transported annually per Transportation Unit Deputy | 1,598 | 1,888 | 1,900 | 2,000 | 2,000 |
| Cost per inmate transported | \$138 | \$141 | \$135 | \$135 | \$135 |
| Number of Civil Court actions processed per Civil Deputy (warrants, evictions, TRO's, business actions) ⁽¹⁾ | 629 | 579 | 525 | 550 | 565 |
| Percent of temporary restraining orders filed that are served | 75% | 75% | 75% | 75% | 75% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of staff / public injuries during transportation details | 0 | 0 | 1 | 0 | 0 |
| Number of staff / public injuries in courtrooms | 0 | 1 | 0 | 0 | 0 |

⁽¹⁾ 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 75.0 | 77.0 | 73.0 | 73.0 | | 73.0 |
| Funded FTE | 74.8 | 76.5 | 73.0 | 73.0 | | 73.0 |
| Total Requirements | 14,154,598 | 14,769,837 | 15,863,755 | 16,537,075 | 673,320 | 17,994,334 |
| Total Sources | 9,155,213 | 9,512,566 | 10,477,550 | 11,024,498 | 546,948 | 11,838,200 |
| Net County Cost | 4,999,385 | 5,257,272 | 5,386,205 | 5,512,577 | 126,372 | 6,156,134 |
| NCC Breakdown | | | | | | |
| Trial Court Funding MOE | | | 123,427 | 108,207 | (15,220) | 108,207 |
| Proposition 172 MOE | | | 858,096 | 858,096 | | 858,096 |
| Mandated Services | | | 3,342,748 | 3,420,832 | 78,084 | 3,939,467 |
| Unfunded Mandate | | | 1,061,934 | 1,125,442 | 63,508 | 1,250,364 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,512,577 or 34%, of which \$1,125,442 or 20.4% is discretionary. This discretionary amount includes Mandated Services in Court Security Services court holding cells currently provided with no local match requirements.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and an increase in revenue for Court Security contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 213,023 | 500,934 | 0 | 0 | 287,911 | 0 |

2. Reduction in Workforce - Civil Enforcement Deputy Sheriff

One vacant Deputy Sheriff position assigned to Civil Enforcement has been deleted to meet budget target reduction. The remaining four positions in the unit are managing the workload. Service response times may be impacted if eviction service requests, which are up 25% from an average of 80 per month in 2008 to 99 per month in 2009, remain high.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (161,539) | 0 | 0 | (161,539) | (1) |

3. San Mateo County Trial Court Security Contract Services

One Deputy Sheriff position and contract security guard services have been added to support the FY 2009-10 contract expansion for checkpoint security services at the Traffic Court Annex. All costs related to the addition of the position and contract security guard services are fully reimbursable by the San Mateo County Trial Court.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 333,925 | 333,925 | 0 | 0 | 0 | 1 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 546,948 | 673,320 | 0 | 0 | 126,372 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases; adjustments to benefits; and increases in revenue for court security contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 813,702 | 1,457,259 | 0 | 0 | 643,557 | 0 |

Message Switch (1940B)

Budget Unit Locator

County

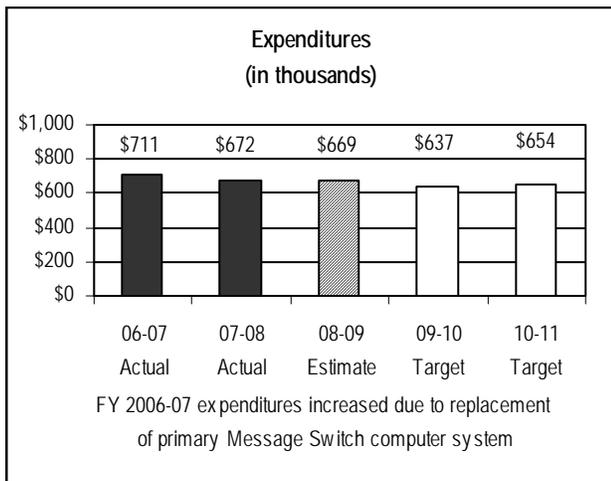
- Healthy Community
 - Health System-Health Department
 - Health System-San Mateo Medical Center
 - First 5 San Mateo County
 - Sheriff's Office

▷ **Message Switch**

- Probation Department
- District Attorney / Public Administrator
- Private Defender Program
- County Support of the Courts
- Grand Jury
- 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 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: increases to PIN Warrants and to equipment maintenance are partially offset by the use of reserves. The Fund Balance portion set aside during FY 2008-09 was not used and returned to reserves.

| | |
|---------------------|----------|
| Revenue/Sources | 36,110 |
| Appropriations | (29,845) |
| Intrafund Transfers | (1,383) |
| Reserves | 67,338 |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

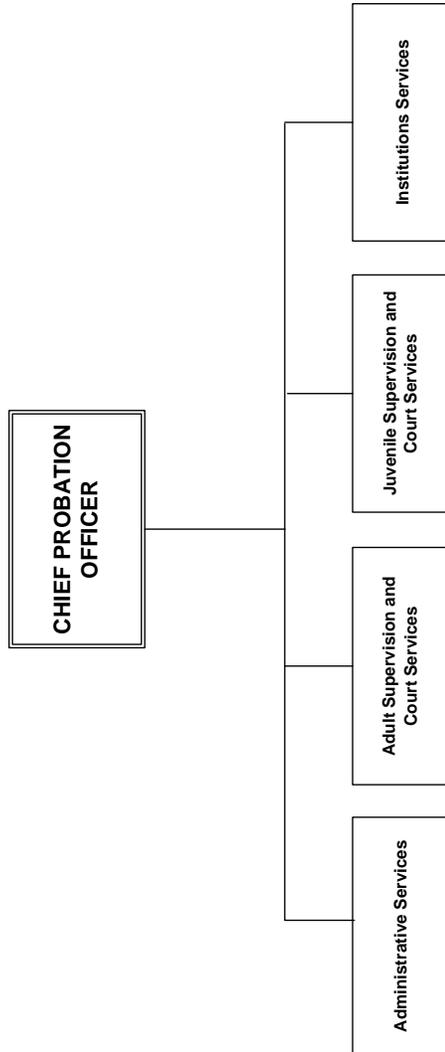
2. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: increases in support costs are partially offset by the use of reserves.

| | |
|---------------------|----------|
| Revenue/Sources | (548) |
| Appropriations | 23,161 |
| Intrafund Transfers | (6,209) |
| Reserves | (17,500) |
| Net County Cost | 0 |
| Positions | 0 |

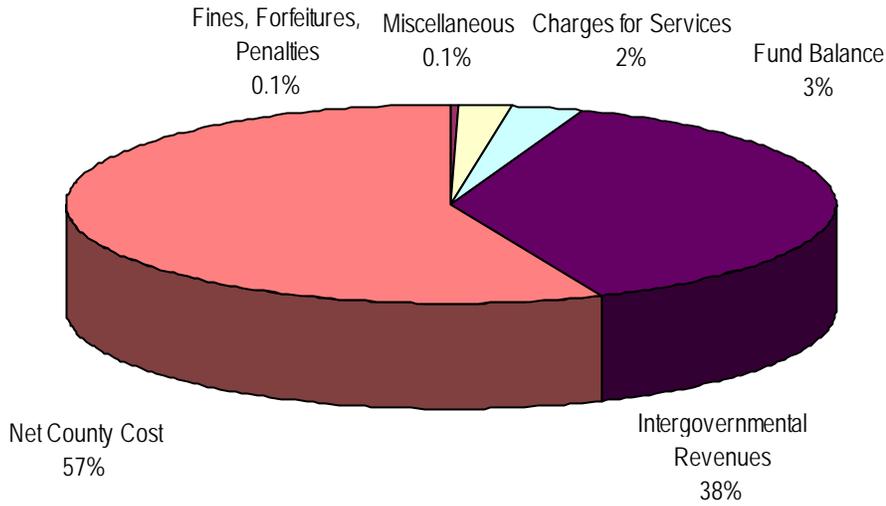
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PROBATION DEPARTMENT

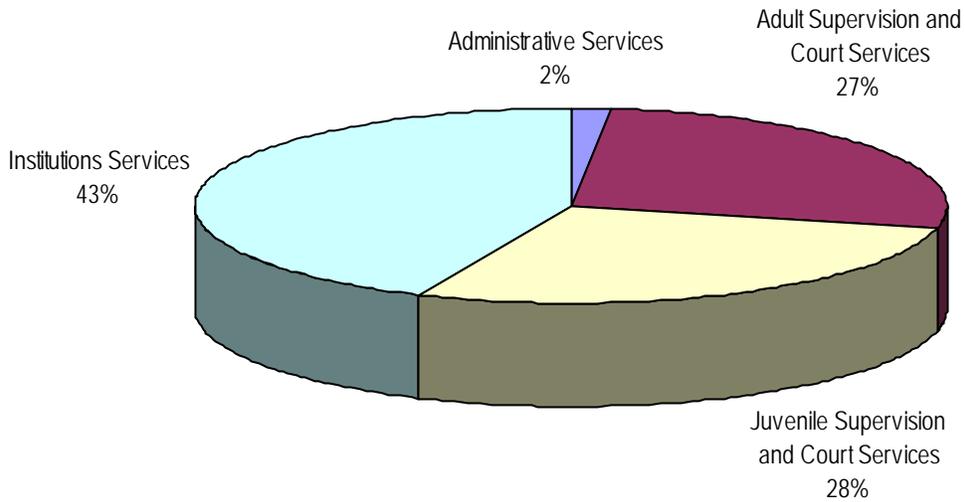


Probation Department

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

Healthy Community

- Health System-Health Department
- Health System-San Mateo 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
- Grand Jury
- Coroner's Office
- Public Safety Communications
- Fire Services

Department Mission Statement

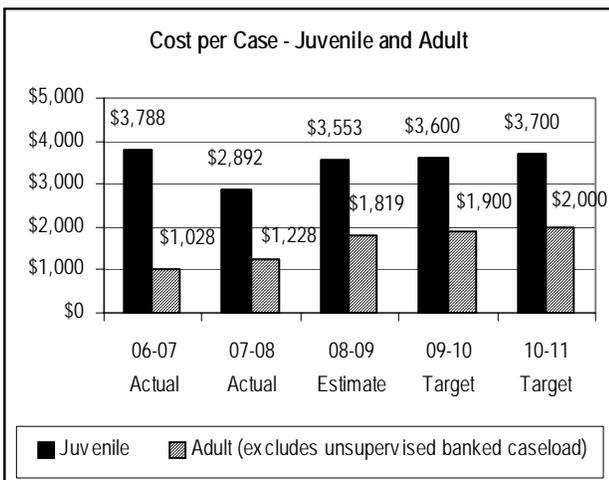
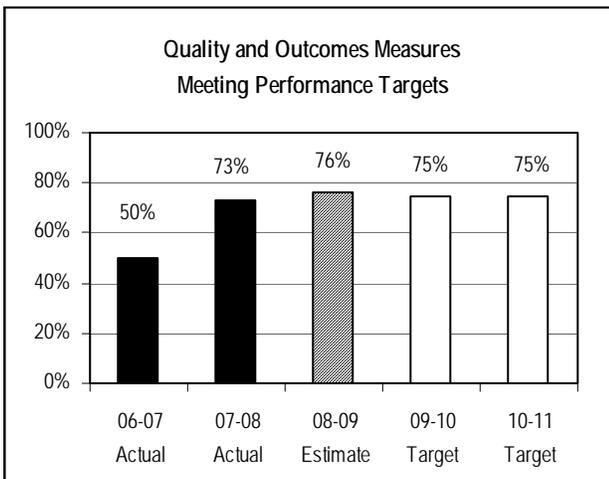
The mission of the Probation Department is to protect the public by providing quality cost-effective services to reduce the incidence and impact of delinquency and crime, to assist in the re-socialization of the offender, and to provide assistance and support to victims in our community.

Contributions to Shared Vision 2025
(Fiscal Years 2000-2008)

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 140 girls have resided at Camp Kemp since it opened in 2006.
- **Risk Prevention Program**
Partnered with law enforcement and school districts to provide prevention, intervention and diversion services on high school campuses throughout the County. This juvenile diversion program has continued to provide early intervention diversion services to approximately 500 high school first-time offenders per year who were referred to Probation by schools and local police departments. The probation officers provide support to the high schools during after school functions and activities, and over a thousand informal counseling interventions annually to youth who are having behavioral difficulties during school or in the community. This program increases safety on campuses and diverts youth from the formal juvenile justice system. Participating agencies now contract for services at agreed upon levels.
- **Preventing Repeat Offender Program (PROP)**
Implemented the Preventing Repeat Offender Program (PROP), an evidence-based program modeled at eight sites throughout California that delivers intensive services to first-time offenders who have multiple risk factors for further delinquency. The initial program was implemented in the northern region of the county with an accelerated resource center added to make services available in the community. A second PROP program was added to serve high-risk youth in the southern region of the county. The programs are funded through the Juvenile Justice Crime Prevention Act (JJCPA), a State grant that allocates annual funding to probation departments for programs proven to reduce recidivism.
- **Juvenile Assessment and Referral Center Services**
Created a comprehensive Juvenile Assessment and Referral Center (J-ARC) designed to serve as the YSC entry point, and a

Department Measures



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 expanded 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 107 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)**

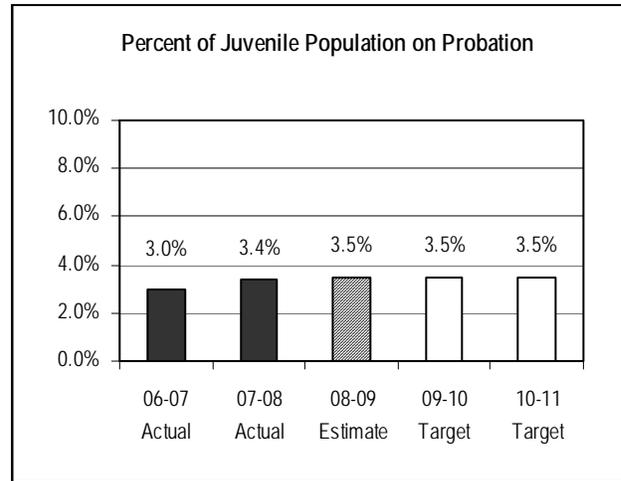
Worked collaboratively with the Court to develop a comprehensive day treatment program for adult offenders who have serious substance abuse problems. The program serves as a voluntary alternative to custody with participation contingent upon an early release from jail. The intensive treatment program 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 their homes while going through the Court process. At any given time there are approximately 70-80 youth being monitored via the EMP program.



Major Accomplishments in FY 2008-2009

HEALTHY COMMUNITY

- Completed a comprehensive review of staffing and training in the Institution Services Division to ensure that youth are protected in a safe and secure manner.
- Implemented budgetary control measures resulting in meeting the required county vacancy rate through elimination of non-essential overtime and extra-help staffing hours.
- Collaborated with the Courts, Private Defender, District Attorney, and other County agencies to develop plans for youth who are returning to San Mateo County from state custody and youth who violate the conditions of state-supervised parole in the community. Legislation passed in September 2007 transferred responsibility for youth with some serious offenses from the California Department of Juvenile Justice to the counties. These planning efforts are ongoing.
- Expanded the Electronic Monitoring Program (EMP) and community programming to provide alternatives to detention that keeps youth in their home environment. Having successfully implemented the use of electronic monitoring for juveniles the department is working to expand this as an option for adult probationers to help reduce jail overcrowding.
- Utilized additional local grant funding to increase the number of gang culture and activity presentations by 100%, thereby reaching in excess of 3,480 teachers, parents, and residents.
- Continued participation in a coordinated law enforcement effort to reduce gang violence in high-risk communities and to increase the law enforcement profile in the communities.
- Continue to collaborate with the Superior Court to accept a more accurate standard of urinalysis that detects lower levels of illegal drugs. This new standard discourages false negative results, relapse, and many attempts at sample tampering.
- Undertook the implementation of the updated validated risk-needs assessment tool to automate link with case planning tool. These enhancements will allow for additional quality assurance of data integrity, increased tracking ability of progress towards

case plan goals and toward overall reduction of criminogenic needs while on probation.

Major Issues to be Addressed

- **Reduce Structural Budget Deficit**—Probation expenditures outpace offsetting revenues by a factor of 2 to 1 and a General Fund net county cost subsidy is required. This situation presents a key fiscal challenge specifically in reducing salaries and benefits, services and supplies and internal charges while maintaining present revenue streams.
- **Transition of Leadership**—Oversee the transition of key management positions to ensure that staffing and other resources are aligned to meet the department mission and current fiscal challenges.
- **Youth Returning from State-Supervised Care**—New legislation passes the responsibility for certain serious offenders from the state to the counties. San Mateo County is now responsible for supervising youth released from California Department of Juvenile Justice (DJJ) facilities, and for processing and housing youth who violate the conditions of state parole. Probation must develop management and treatment strategies for this new population with the limited funds provided by the state for their care. Further, since DJJ will no longer be accepting non 707(b) offenders into their institutions, the Probation Department will have to develop suitable local long term secure detention programming for youth who previously would have been committed to DJJ. This will have both a workload impact and an impact on juvenile hall population.
- **Disadvantaged Youth with Increasingly Challenging Behaviors**—Youth in the juvenile justice system typically have multiple layers of difficulties, including substance use, mental illness, truancy, violent behavior, lack of family stability, histories of abuse and neglect, and gang membership. The majority of court-involved youth come from communities marked by poverty and quality of life disparities. Youth trying to escape inter-generational cycles of trauma, violence, and criminal justice involvement need opportunities and resources, both of which are in limited supply in their communities.
- **Reduction in Utilization of Detention**—Research shows that detention is neither useful nor cost-effective as a consequence for youth who commit minor offenses or technical violations. Probation will continue its collaborative planning and data development to maximize the use of alternatives to traditional detention programs.

Key Department Initiatives

1. Treatment and Rehabilitation of Youth Formerly Placed Under State Supervision

Alignment to Shared Vision:

- Healthy Community

Major Issues to be Addressed:

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

Goal:

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

Objectives:

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

Major Milestones:

- Complete plan for managing and funding long-term in-custody treatment and intensive community supervision
- Provide training on the complex rehabilitation issues and available resources for serious offenders
- Implement vocational training opportunities in detention and at the camps

Partners:

- County Office of Education
- Superior Court
- District Attorney's Office
- Health System (Correctional Health and Mental Health Divisions)
- Human Services Agency
- Parents, guardians, relatives, community leaders, and mentors
- Private Defender
- Vocational training providers

FY 2009-10 Budget Impact:

Under AB 191 funding has been appropriated to counties on a per youth basis, for each returning youth to the originating county, and for youth who would have been sent to the former California Youth Authority. This allocation will cover costs associated with supervision and rehabilitation but it is unclear at this point if the funding will be adequate.

2. Positive Change in Youth's Criminogenic Risk and Needs**Alignment to Shared Vision:**

- Healthy Community

Major Issues to be Addressed:

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

Goal:

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

Objectives:

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

Major Milestones:

- Implementation of upgraded, automated assessment / case planning tool
- Implementation of contracts / contract payments based on youth asset development / outcome reporting

Partners:

- Community based treatment providers
- Superior Court

FY 2009-10 Budget Impact:

Implementing a comprehensive assessment system that will enable staff to target criminogenic needs to improve youth outcomes is expected to have neutral budget impact.

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
- 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:

- Hosted a Gang Intelligence conference in September 2008 with participants from throughout the United States
- Expand database to include photographs, dates of contact, and validation of information of known gangs
- Employ mapping techniques of gangs operating in the County and building visual depiction of gang operations and organizations

Partners:

- Community based treatment providers
- Police Departments within San Mateo County
- Federal law enforcement agencies
- San Mateo County Sheriff's Office

FY 2009-10 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 Adult Services Information Management System**Alignment to Shared Vision:**

- Healthy Community

Major Issues to be Addressed:

- Replace the outmoded Adult Division case management system

- Enhance the ability to generate case and court related reports

Goal:

- Implement a comprehensive and cost effective case management system

Objectives:

- Ensure the functionality meets the baseline of the division requirements
- Provide cost effective system with customizing opportunities
- Enhance user utility
- Increase information sharing among county Criminal Justice partners

Major Milestones:

- Permission to utilize the Riverside County Information Management System
- Completion of the customizing components
- Completed phase I evaluation and have installed technical fixes

Partners:

- Riverside County Probation
- Information Services Department
- San Mateo County Criminal Justice Agencies

FY 2009-10 Budget Impact:

The information management system is modeled after the Riverside County Probation Information Management System resulting in low cost due to the ability to achieve customization via in-house support professionals. The Department has budgeted \$45,000 in the FY 2009-10 Recommended Budget.

Other Significant Objectives by Program:

The Probation Department includes the following programs:

- Administrative Services
- Adult Supervision and Court Services
- Juvenile Supervision and Court Services
- Institutions Services

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

Administrative Services

- Maintain a stable ratio of 8.5% of the total departmental budget devoted to administrative support services
- Implement an Internal Affairs Unit to ensure compliance with professional standards and to more effectively manage employee relations

Adult Supervision and Court Services

- Complete full implementation of new Adult System Database in FY 2009-10

- Complete Full Implementation of the Use of the Correctional Assessment and Intervention System (CAIS) by June 30, 2009

Juvenile Supervision and Court Services

- Expand the Electronic Monitoring Program as a primary tool for post-adjudicated youth in lieu of incarceration
- Continue gang suppression efforts with criminal justice agencies

Institutions Services

- Conduct comprehensive review of Youth Services Center security measures and staffing levels and make necessary improvements FY 2009-10

Probation Department (3200B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 12,139 | 42,767 | 51,300 | 54,200 | 2,900 | 54,200 |
| Intergovernmental Revenues | 30,870,506 | 30,540,502 | 30,853,165 | 27,789,551 | (3,063,614) | 28,160,674 |
| Charges for Services | 1,351,451 | 1,753,803 | 1,745,600 | 1,578,998 | (166,602) | 1,578,998 |
| Miscellaneous Revenue | 186,239 | 67,506 | 91,500 | 103,188 | 11,688 | 103,188 |
| Other Financing Sources | 230,000 | | | | | |
| Total Revenue | 32,650,336 | 32,404,578 | 32,741,565 | 29,525,937 | (3,215,628) | 29,897,060 |
| Fund Balance | 3,202,982 | 2,717,501 | 2,289,169 | 1,513,185 | (775,984) | 1,513,185 |
| TOTAL SOURCES | 35,853,318 | 35,122,079 | 35,030,734 | 31,039,122 | (3,991,612) | 31,410,245 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 50,020,250 | 51,925,112 | 53,946,451 | 52,781,959 | (1,164,492) | 56,306,963 |
| Services and Supplies | 13,164,155 | 11,700,584 | 23,610,350 | 21,692,243 | (1,918,107) | 21,692,243 |
| Other Charges | 8,236,190 | 13,390,727 | 16,267,376 | 15,780,467 | (486,909) | 15,280,467 |
| Fixed Assets | 39,790 | | 45,000 | | (45,000) | |
| Gross Appropriations | 71,460,386 | 77,016,422 | 93,869,177 | 90,254,669 | (3,614,508) | 93,279,673 |
| Intrafund Transfers | (7,397,690) | (8,405,106) | (19,910,727) | (18,213,586) | 1,697,141 | (18,213,586) |
| Net Appropriations | 64,062,696 | 68,611,317 | 73,958,450 | 72,041,083 | (1,917,367) | 75,066,087 |
| Contingencies/Dept Reserves | 419,908 | 258,910 | | | | |
| TOTAL REQUIREMENTS | 64,482,604 | 68,870,227 | 73,958,450 | 72,041,083 | (1,917,367) | 75,066,087 |
| NET COUNTY COST | 28,629,286 | 33,748,148 | 38,927,716 | 41,001,961 | 2,074,245 | 43,655,842 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 465.0 | 466.0 | 463.0 | 446.0 | (17.0) | 446.0 |
| Funded FTE | 457.6 | 459.1 | 453.6 | 439.9 | (13.7) | 439.9 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$3,991,612 or 11.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is an increase of \$2,900 in this funding source due to increase in Juvenile Traffic Fines.

Intergovernmental Revenues

There is a net decrease of \$3,063,614 in this funding source primarily due to a decrease in Proposition 172 Public Safety Half Cent Sales Tax in the amount of \$1,348,799; a decrease in Juvenile Probation and Camps Funding in the amount of \$928,331; a decrease in the Risk Prevention Program in the amount of \$757,000 due to program elimination; a decrease in Juvenile Justice Crime Prevention Act (JJCPA) in the amount of \$376,546; a decrease in Camp and Ranch funding in the amount of \$165,924; a decrease in Medical Administrative Activities (MAA) based on the claiming in the amount of \$73,612; the expiration of Girls Making a Difference grant in the amount of \$54,815; a decrease in State Mandated Cost Reimbursement (SB90) in the amount of \$30,000; and a decrease in group home placement visits in the amount of \$15,000. These decreases are partially offset by increases in the Youthful Offender Block Grant in the amount of \$684,098 and other miscellaneous increases in the amount of \$2,315.

Charges for Services

There is a net decrease of \$166,602 in this funding source primarily due to a reduction in collections of Care and Maintenance Fees for custodial costs in the amount of \$146,642; a decrease in Adult Supervision Fees in the amount of \$26,560; a decrease in case sealing fees in the amount of \$3,000; a decrease in court fees in the amount of \$1,550; and a decrease in installment account fees of in the amount of \$1,000. These decreases are partially offset by an increase in Restitution Fees in the amount of \$7,700; an increase in Diversion Administration Fees in the amount of \$4,000; and an increase in other miscellaneous fees in the amount of \$450.

Miscellaneous Revenue

There is a net increase of \$11,688 in this funding source primarily due to an increase in Compensation Insurance refunds in the amount of \$10,788 and an increase in State Disability Insurance refunds in the amount of \$2,900. These increases more than offset decreases in other miscellaneous revenues in the amount of \$2,000.

Fund Balance

There is a decrease of \$775,984 in this funding source based on projected savings for FY 2008-09.

TOTAL REQUIREMENTS

Total Requirements decreased by \$1,917,367 or 2.6% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$1,164,492 in this expenditure category primarily due to a reduction in overtime and extra-help expenditures; the elimination of 11 vacant Deputy Probation Officer positions; the elimination of two filled Seamstress positions; the elimination of one vacant Administrative Assistant position; the elimination of one vacant Accountant position; the elimination of one vacant Public Services Specialist position; and the elimination of one vacant Administrative Secretary position. These decreases more than offset negotiated labor increases, merit increases, retiree health benefits, retirement contribution, and health plan increases.

Services and Supplies

There is a net decrease of \$1,918,107 in this expenditure category for general operating costs; reductions in professional contracts; elimination of rent charges for a remote office; client related expenditures for laundry and personal care; and miscellaneous institution facility operating costs. These decreases partially offset an increase in interagency expenditures.

Other Charges

There is a net decrease of \$486,909 in this expenditure category due to decreases in Food Service charges of \$389,070; ISD Automation charges of \$98,278; and client related and other miscellaneous expenditures of \$484,835. These decreases more than offset increases in county facility rental charges of \$458,060 and radio service charges of \$27,214.

Fixed Assets

There is a decrease of \$45,000 in this expenditure category due to the elimination of one-time purchases of replacement servers.

Intrafund Transfers

There is a decrease of \$1,697,141 in this expenditure category due to reductions in internal administrative overhead that is allocated to operating programs.

Contingencies/Departmental Reserves

The balance in Reserves represents 0% of Net Appropriation, which is under the County reserves policy by \$1,440,822.

NET COUNTY COST

There is a net increase of \$2,074,245 or 5.3% in this Department's General Fund allocation primarily reflecting an increase of \$1,348,801 for the backfill of Proposition 172 revenue shortfalls; an increase of \$548,262 for the retiree health costs now included in the labor costs; an increase of \$339,948 for the unfunded portion of increased debt service for the Youth Services Center; and an increase of \$250,000 for other departmental labor and retirement costs. These increases partially offset a decrease of \$412,766 for the Probation Department's share of the structural budget deficit.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources increased by \$371,123 or 1.3% from the FY 2009-10 the FY 2010-11 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$371,123 in this funding source due to increases in Proposition 172 revenues.

TOTAL REQUIREMENTS

Total Requirements increased by \$3,025,004 or 4.2% 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 \$3,525,004 in this expenditure category due to inclusion of negotiated labor increases; merit increases; retiree health benefits; retirement contribution; health plan increases; cost savings generated by reassigning staff from the community schools to the Youth Services; and a program reduction in the Weekend Work Program.

Other Charges

There is a decrease of \$500,000 in miscellaneous service charges to the Youth Services Center and the Camps.

Administrative Services (3211P)

Program Locator

County

Healthy Community

Probation Department



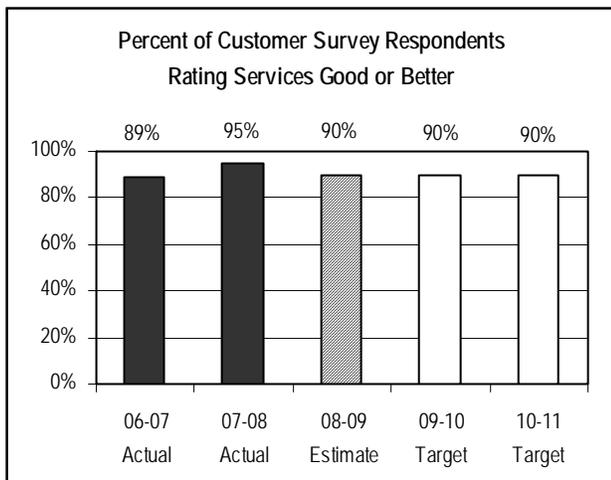
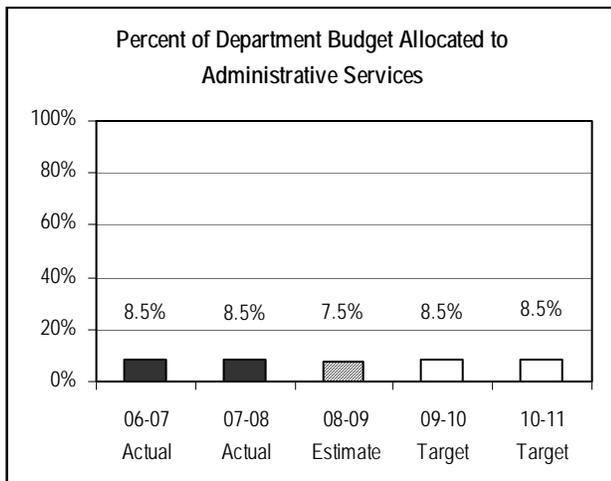
Administrative Services

Adult Supervision and Court Services

Juvenile Supervision and Court Services

Institutions Services

Headline Measures



Program Outcome Statement

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.

Services and Accomplishments

Administrative Services primarily contributes to the Shared Vision of a Collaborative Community by 2025 by offering department wide direction and administrative support in the following areas: payroll-personnel, training, background investigations, fiscal services, automation, and program support. The primary functions of Administrative Services are to provide staff with the resources necessary to carry out the department's mission and ensure that department operations are both efficient and effective.

The following are major accomplishments in the current year:

- Successfully migrated the outdated Adult Probation Data System and the Juvenile Traffic System from the County mainframe to the Windows platform, reducing departmental usage cost and achieving enhanced system capacity
- Assisted 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)
- Successfully implemented an automated Information Technology Unit service request software to assist with the tracking and monitoring of end user requests
- Collaborated with Juvenile Services to expedite the submission of the Juvenile Accountability Block Grant (JABG) application that resulted in an award amount of \$242,000
- Significantly reduced the usage of non-essential extra-help staff to achieve salary savings
- Successfully selected an internal cohort to participate in the National Institute of Corrections "Management Development for the Future" (MDF) leadership training curriculum, which is a 12-14 month program. MDF is the key component of the department succession planning initiative
- Effectively implemented conversion to weekly ATKS Workbrain automated payroll system
- 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 facility cost by offering a majority of state-mandated training for sworn staff at the Youth Services Center
- Consolidated multiple servers into a physical server achieving maximum efficiency and reducing associated costs

Story Behind Performance

Administration Services program continues to deliver services throughout the department through training, fiscal, payroll, and information technology support. The percent of Department budget allocated to Administrative Services is expected to decrease for FY 2009-10 as a result of holding vacant position to meet the countywide vacancy rate requirement. Additionally, the program has implemented a budget reduction strategies department wide that will result in a decrease in expenditures. The Administration Services administers the Department customer Cares surveys are 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 response is high when a client receives direct person-to person service from a Probation Officer or from a member of the support staff.

- Conduct timely background investigations to provide a sufficient candidate pool and ensure that sworn staff comply with mandated training requirements
- The Training Unit will ensure a minimum of 70% of applicants in background investigation complete the process and are hire-eligible within 12 weeks of referral
- The Training Unit will schedule courses to attain at least 99% compliance of California Standards Authority (CSA) training requirements for sworn staff

Major challenges over the next two years will be:

- To complete a comprehensive Strategic Plan for the department utilizing stakeholder input
- To address department fiscal structural imbalance
- To build departmental reserves
- To meet various budget targets including position vacancy rate target
- To implement a contracts management database to ensure timely contract generation and monitoring
- To reduce costs associated with maintaining traditional desk top systems
- To establish data exchange capabilities between Probation and other agencies
- To integrate Pre-Trial database with the Juvenile Adult Management System (JAMS)
- To create an Internal Affairs / Employee Relations Unit to be staffed by existing staff
- To reduce training cost while continuing to meet Correction Standard Authority (CSA) and Departmental requirements for sworn and non-sworn staff
- To continue to provide efficient administrative support services while maintaining vacancy rate requirements

Program Objectives

The Administrative Services Program is expected to meet performance targets by doing the following:

Achieve Administration Performance and Budget Targets

- Maintain a stable ratio of 8.5% of the total departmental budget devoted to administrative support services
- Complete customization and implementation of the adult database system to include comprehensive case management and outcome-based management (OBM) reporting capability
- Continue to enhance Juvenile Case Management System (JCMS) report generation to provide easily accessible demographic and criminogenic data

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of background investigations: | | | | | |
| - Sworn staff | 58 | 53 | 20 | 20 | 20 |
| - Non-sworn staff | --- | --- | 10 | 10 | 10 |
| Number of accounts set up for fines, fees, and restitution: ⁽¹⁾ | | | | | |
| - Adult | 4,964 | --- | 3,600 | 4,000 | 4,000 |
| - Juvenile | 1,014 | --- | 850 | 1,000 | 1,000 |
| Number of information technology service requests | --- | --- | --- | 3,000 | 3,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number of applicants processed through preliminary background assessment within five weeks of referral | 56 | 51 | 25 | 20 | 20 |
| Percent of sworn staff in compliance with Corrections Standards Authority (CSA) training requirements | --- | --- | 99% | 99% | 99% |
| Percent of department budget allocated to Administrative Services | 8.5% | 8.5% | 7.5% | 8.5% | 8.5% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of training class evaluations indicating job relevance | 1,257 / 96% | 1,636 / 88% | 730 / 95% | 1,000 / 95% | 1,050 / 95% |
| Number and percent of background investigations completed in 12 weeks of referral | 37 / 52% | 35 / 69% | 38 / 95% | 20 / 85% | 20 / 85% |
| Number and percent of IT survey respondents rating service levers above satisfactory | --- | --- | --- | 1,500 / 90% | 1,150 / 90% |
| Number and percent of department customer survey respondents rating probation service good or better | 9 / 89% | 18 / 95% | 15 / 90% | 15 / 90% | 15 / 90% |
| Dollars recovered to offset cost of detained youth | \$407,839 | \$582,911 | \$550,000 | \$550,000 | \$550,000 |

⁽¹⁾ 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 21.0 | 21.0 | 21.0 | 20.0 | (1.0) | 20.0 |
| Funded FTE | 21.0 | 21.0 | 21.0 | 20.0 | (1.0) | 20.0 |
| Total Requirements | 5,643,471 | 3,907,273 | 1,220,027 | 1,110,558 | (109,469) | 1,263,036 |
| Total Sources | 4,623,687 | 3,858,667 | 1,143,009 | 962,248 | (180,761) | 962,248 |
| Net County Cost | 1,019,784 | 48,606 | 77,018 | 148,310 | 71,292 | 300,788 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 77,018 | 148,310 | 71,292 | 300,788 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$148,310 or 13.4%, of which \$148,310 or 100% is discretionary. This discretionary amount includes Discretionary Services that include administrative support to the Department for information technology, accounting, training, non-sworn background investigations, and payroll personnel services.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time information technology projects with data systems platform conversions, services charges associated with maintaining operating systems on the County mainframe, reductions in contract expenditures; adjustments to training services provided; and decrease 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 |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (180,761) | (976,534) | 959,954 | 0 | 164,181 | 0 |

2. Reduction in Workforce - Accountant I

One vacant Accountant I position has been eliminated to meet the Department's Net County Cost target. This vacant position was originally requested to handle the claiming function to the state, federal and other funding sources. This work is currently being performed by the Financial Services Manager.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (92,889) | 0 | 0 | (92,889) | (1) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (180,761) | (1,069,423) | 959,954 | 0 | 71,292 | (1) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 annualized negotiated labor increases.

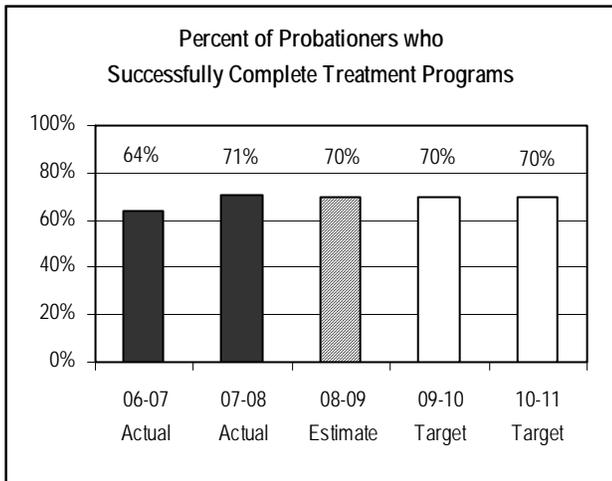
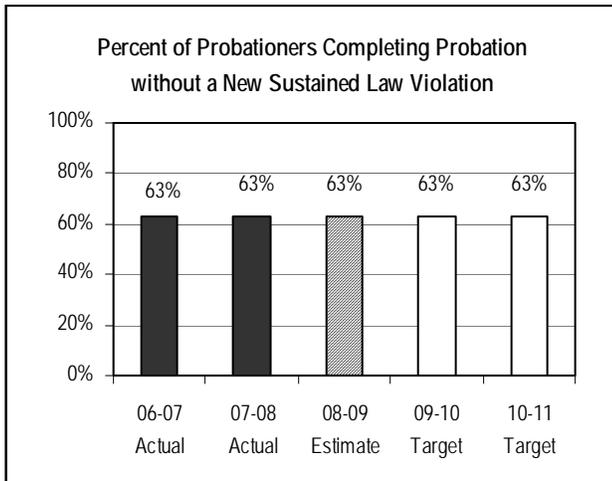
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 152,478 | 0 | 0 | 152,478 | 0 |

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

Headline Measures



Program Outcome Statement

The Adult Probation Division is broken into two distinct branches: Court Services and Supervision Services. Adult Court Services consists of the Investigation unit and the Pretrial unit. These two units have the responsibility to provide thorough, timely, and impartial information to the Courts they serve. The purpose of their investigations and reports is to provide the Court with sufficient background and criminal history information to facilitate the best judicial decision possible in pre-sentence and pretrial matters for adults.

Adult Supervision Services has two intertwined goals. First, 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 can contribute to a positive lifestyle change thereby reducing the potential for recidivism.

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 their 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 2,700 probationers with specialized supervision programs that range in intensity according to their 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.

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:

- Commenced a year-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.
- Initiated a year-long training and implementation of the State-mandated Static-99 tool for sex offenders.
- Stopped using the County mainframe computer system by the July 1, 2008 deadline and put into service a new information management system for the Division.
- Successfully beta-tested and adopted the Knowledge Center reporting tool from ClearWave Software.
- Conducted 107 anti-gang presentations in various schools and before several city government agencies and reached 3,480 citizens in calendar year 2008.

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 they are supervised by non-bilingual staff. The shortage of bi-lingual staff also has the side

effect of limiting exposure of existing bilingual staff to other phases and opportunities in the Probation Department. Even with these limitations, the quality of this unit's efforts ensures that approximately 99% of all court documents meet or exceed department standards of legal viability, accuracy, impartiality, informative content and timeliness.

Consistent with FY 07-08, 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 07-08, the number of pre-trial services investigations is decreasing. By the end of the year, Court Services expects a decrease of approximately 756 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 their grant of probation without a new sustained law violation.

The Division also continues to place a high number of probationers on relapse prevention programs. Relapse prevention programs include the Deferred Entry of Judgment, Prop 36, Drug Court, and Bridges programs. Clients in these programs are referred to one or more community based treatment programs. Of the total number of clients in treatment programs, slightly more than 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. Overall, our current ability to accurately track successful completion of treatment is fraught with technical problems; the Division is working to fix this problem and establish a method for accurately tracking this measure.

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. A significant change in the CAST program began in July 2008 with the State's reduction in Prop 36 funding. In response to this cut in revenue, all misdemeanor Prop 36 cases are placed in the CAST program rather than in the Prop 36 unit. In light of the County's structural budget imbalance and current hiring freeze, the Division will continue to evaluate the current 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 County's structural budget deficit, loss of extra-help employees and hiring freeze period
- 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 new staff and managers
- To meet the continual presence of methamphetamine use and abuse
- To continue our efforts to respond effectively to gangs-related crime in our County

Program Objectives

The Adult Division will meet performance targets by doing the following:

Continue Focus on High-Reliability and Assured Performance in all Areas of the Division by June 30, 2009

- Continue to customize and improve our new database for collecting and tracking probation-related data.
- Form database workgroup to troubleshoot the implementation of the new database and identify key ways to improve performance and capacity.
- Assist workgroup in communicating to key units in the Division to identify needs.
- Incorporate the use of a database reporting tool by June 30, 2009.
- Use the CAIS tool to determine if we are placing the greatest resources on those cases that are identified as high risk.
- Study staffing and workflow within the Adult Division Units to determine best use of resources given decreasing resources.

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.

Complete Full Implementation of the Use of the Correctional Assessment and Intervention System (CAIS) by June 30, 2009

- Work with CAIS training team to develop Division policy for the use and application of the CAIS tool.
- Coordinate NCCD's onsite training for core team of 10 Deputy Probation Officers who will then act as trainers.
- Complete 7 mandatory CAIS training courses by June 30, 2009.
- Achieve CAIS certification for 100% of officers by June 30, 2009.

- Monitor staff completion of training and implementation of the tool for CAIS-eligible probationers.
- Roll out the CAIS in conjunction with new database.

Complete Training and Implementation of the Use of the State-Mandated Static-99 Assessment Tool for Sex Offenders by June 30, 2009

- Complete 8 mandatory training classes by June 30, 2009.
- Achieve Static-99 certification for 100% of officers by June 30, 2009.
- Meet with in-house trainers bimonthly to review State-issued changes to the tool and other relevant training issues.
- Monitor staff completion of training and implementation of the tool for Static-eligible probationers.
- Work with Static-99 trainers to develop a process for preparing for the Static-99 file audit in 2010.

Use New Database and Reporting Tool to Construct More Valid and Reliable Performance Measures by September 2009 Budget Revisions

- Construct new performance measures to more accurately reflect the work performed in the Supervision unit.
- Identify other key measures for managers to help them manage operational functions more effectively.

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of reports written | --- | 4,472 | 4,200 | 4,200 | 4,200 |
| Number of completed pre-trial services investigations ⁽¹⁾ | 11,682 | 10,409 | 9,444 | 9,400 | 9,400 |
| Number of defendants granted pretrial release ⁽²⁾ | 1,681 | 1,757 | 1,600 | 1,600 | 1,600 |
| Number of probationers placed on: | | | | | |
| - Relapse prevention supervision services | 2,654 | 2,056 | 1,692 | 1,600 | 1,600 |
| - Intensive Supervision | 954 | 1,027 | 1,100 | 1,100 | 1,100 |
| - CAST | 1,552 | 1,146 | 1,200 | 1,200 | 1,200 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number and percent of reports submitted to Court within established time frames | --- / --- | 4,426 / 99% | 4,100 / 99% | 4,100 / 98% | 4,100 / 98% |
| Number of reports per officer per year | 240 | 258 | 220 | 220 | 220 |
| Staff to client ratio | 1:100 | 1:90 | 1:90 | 1:90 | 1:90 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of reports not requiring modification by the Court | --- / --- | 4,432 / 99% | 4,100 / 99% | 4,100 / 98% | 4,100 / 98% |
| Number and percent of probationers completing probation without new sustained law violation | 805 / 63% | 2087 / 63% | 2,544 / 63% | 2,100 / 63% | 2,100 / 63% |
| Number and percent of probationers who successfully complete: | | | | | |
| - Bridges | --- / --- | --- / --- | 38 / 85% | 38 / 85% | 38 / 85% |
| - Proposition 36 | --- / --- | --- / --- | 363 / 44% | 363 / 44% | 363 / 44% |
| - Other treatment program | 1,673 / 64% | 1,803 / 71% | 1,399 / 46% | 1,399 / 46% | 1,399 / 46% |

⁽¹⁾ The decrease in this measure reflects fewer people booked into county jail; when fewer people are booked into jail, fewer investigations are conducted.

⁽²⁾ 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 159.0 | 144.0 | 145.0 | 142.0 | (3.0) | 142.0 |
| Funded FTE | 156.4 | 142.0 | 141.9 | 139.9 | (1.9) | 139.9 |
| Total Requirements | 17,332,005 | 18,951,345 | 19,815,741 | 19,356,166 | (459,575) | 20,640,550 |
| Total Sources | 6,770,409 | 7,101,041 | 7,267,064 | 6,807,225 | (459,839) | 6,917,840 |
| Net County Cost | 10,561,596 | 11,850,304 | 12,548,677 | 12,548,941 | 264 | 13,722,710 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 388,552 | 388,552 | | 388,552 |
| Mandated Services | | | 9,963,028 | 9,813,434 | (149,594) | 10,760,666 |
| Non-Mandated Services | | | 2,197,097 | 2,346,955 | 149,858 | 2,573,492 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$12,548,941 or 64.8%, of which \$2,421,946 or 19.3% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include the C.A.S.T. (Computer Assisted Supervision Team) administrative caseload, Pre-Trial Services, Adult Supervision, Domestic Violence and Adult Drug Court.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of computer equipment and maintenance, reduced cell phone and land line charges; reductions in contracts; a decrease in revenue collection charges; elimination of motor vehicle replacement charge; and decreased reimbursement (Intrafund Transfer) due to elimination of funding for the Mentally Ill Offender Crime Reduction Grant.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (459,839) | (232,505) | 108,957 | 0 | 336,291 | 0 |

2. Reduction in Workforce - Deputy Probation Officers and Public Services Specialist

Two vacant Deputy Probation Officer positions and one vacant Public Services Specialist position have been eliminated to meet the Department's Net County Cost target. The workload of the Deputy Probation Officers will be absorbed from the transfer of officers from the Risk Prevention Program to the Adult Division. The Public Services Specialist work will be absorbed by the existing support staff.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (336,027) | 0 | 0 | (336,027) | (3) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (459,839) | (568,532) | 108,957 | 0 | 264 | (3) |

FY 2010-11 Program Funding Adjustments

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

3. 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 increases and annualized negotiated labor increases.

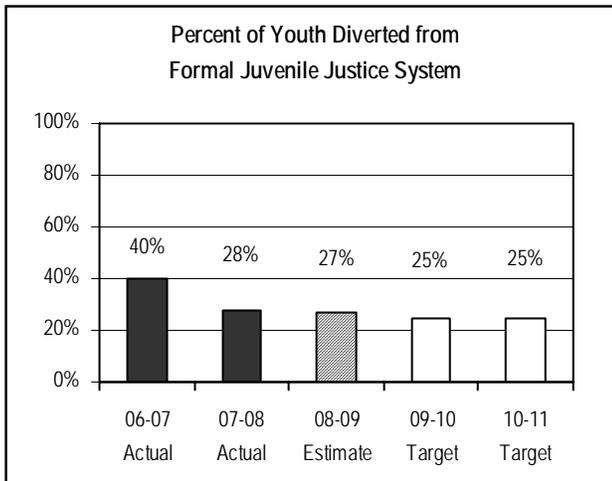
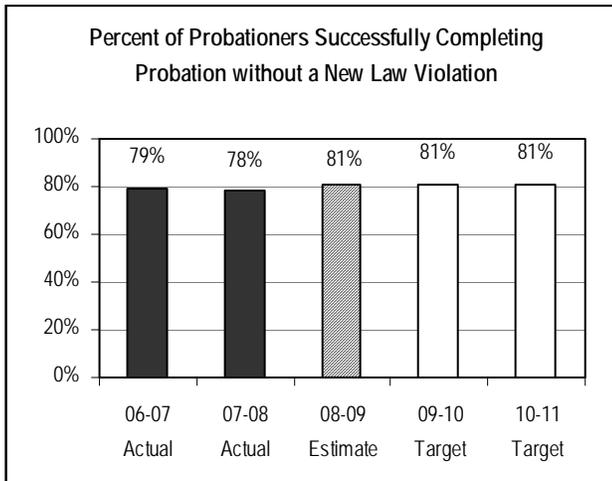
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 110,615 | 1,284,384 | 0 | 0 | 1,173,769 | 0 |

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

Juvenile Supervision and Court Services primarily contributes to the Shared Vision of a Healthy Community by 2025 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:

- Completed phase 1 roll-out of the improved validated risk-needs assessment tool and new automated case planning tool
- Completed a Peer Quality Case Review process with Human Services to identify systemic Placement Aftercare services trends that might be improved
- Competed and received additional federal and state excess monies to extend funding for Gaining Independence and Reclaiming Lives Successfully (G.I.R.L.S) aftercare services as well as other intensive gang services
- Initiated and rolled out phase 1 of a divisional reorganization to manage internal resources, limit unnecessary costs in extra-help and overtime, and maintain casework integrity

Story Behind Performance

The structural budgetary imbalance that the entire county faces has already impacted Juvenile Supervision and Court Services'

resources and program operations. Although the overall case numbers have generally stabilized, cost saving initiatives created an opportunity for the Juvenile Services' management team to evaluate and begin to reorganize its supervision unit staffing. This had an immediate impact on certain measures such as staff to client ratio and, due to case management transition and the proven importance of the Probation Officer-Youth relationship, a possible short term dip in the number completing probation without new sustained law violations. In addition, due to reductions in some stakeholders' budgets, the Risk Prevention diversion program staffing and services were restructured in certain areas and may be correlated, in part, to the slightly lower number and percent of youth diverted from the criminal justice system.

Beyond fiscal resource shortages, in the first part of the year, Probation experienced a number of policy changes and reductions in programmatic resources used to supervise and treat high risk youth. Without the full range of resources, there was a need to stretch existing resources possibly beyond their optimal capacity and core competencies. This overextension may have impacted the number and percent of youth committing new law violations and placement removals for placement and other intensive high-risk, high-need youth. The Division implemented an upgraded validated risk-needs assessment and a new, integrated case planning tool. This endeavor, along with other Information Technology Infrastructure projects underway and being planned, will better allow the Juvenile Services' management team to effectively direct service and resources where needed and not expose youth to the formal criminal justice system who would not benefit from such attention. This will also enable the Juvenile Services Management Team to track what efforts are being made to address those moderate and high-risk youth's criminogenic needs and reduce their risk to re-offend. New methodologies for measuring caseloads for placement youth as well as new programming methodologies to respond to low risk offenders at even lower levels of intervention and supervision than diversion also impact some of the general numbers of youth being served by probation or diversion.

Finally, administratively, the Department agreed to shift certain programming and outcome measurements to better reflect the operational reality of the divisions. As a result, new measures have been added to the Juvenile Services' plan to incorporate the efforts associated with Juvenile Electronic Monitoring Program youth, who form a subset of the youth on formal Probation and to include the Juvenile court report functions that our Juvenile Investigations' officers perform as part of our mandated responsibilities to the Court.

Major challenges over the next two years will be:

- To manage comprehensive case plans for high-risk offenders who would have gone to state-run institutions and state parolees, given limited funds and programmatic resources
- To fully implement the upgraded risk-needs assessment and case planning tool as well as creating additional IT infrastructure and consistent IT strategies to effectively direct resources and to better understand youth outcomes

- To train new and current staff in case management techniques, our criminal justice philosophy, alternative sanctions, and best practices.
- To continue to reallocate resources to manage mandatory supervision caseloads and investigations reports given a hiring freeze and budgetary constraints

Program Objectives

Juvenile Services will meet performance targets by doing the following:

Assess and Create a Case Plan for 100% of all Formal Probation Wards

- Train all staff on the appropriate use of the assessment and case planning tool
- Categorize youth according to risk to re-offend to effectively direct service and resources where needed and not expose youth to the formal criminal justice system who would not benefit from such attention
- Enlist youth and family participation in case planning process

By June 2010, 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

Ensure 98% of all Juvenile Investigation Reports 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 June 2010, Identify Potential Opportunities to Further Incorporate Youth Development Strategies into Juvenile Services' Staffing, Training and Interventions

- Participate in the Youth Development Leadership Network and collaborate with participating agencies and facilitators
- Develop an internal committee to discuss and dialogue about Probation processes and opportunities for incorporation of youth development principles

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of youth placed on: | | | | | |
| - Probation | 2,465 | 2,426 | 2,400 | 2,400 | 2,400 |
| - Prevention / diversion programs | 989 | 739 | 1,000 | 900 | 900 |
| - Electronic monitoring | --- | --- | 666 | 600 | 600 |
| Number of juvenile investigation reports written | --- | 1,087 | 1,086 | 1,050 | 1,050 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Staff to client ratio: | | | | | |
| - Specialized units | 1:23 | 1:19 | 1:15 | 1:20 | 1:20 |
| - Regular supervision | 1:51 | 1:41 | 1:65 | 1:60 | 1:60 |
| Number of youth completing: | | | | | |
| - Probation | --- | --- | 800 | 800 | 800 |
| - Prevention / diversion programs | --- | --- | 300 | 300 | 300 |
| - Electronic monitoring | --- | --- | 575 | 500 | 500 |
| Percent of youth diverted from formal juvenile justice system ⁽¹⁾ | 40% | 28% | 27% | 25% | 25% |
| Number and percent of juvenile investigation reports submitted to the Court within established timeframes | --- / --- | 1,063 / 98% | 1,071 / 98% | 1,029 / 98% | 1,029 / 98% |
| Number of juvenile investigation reports per officer per year | 140 | 121 | 120 | 115 | 115 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of youth completing: | | | | | |
| - Probation without new sustained law violations | 897 / 79% | 645 / 78% | 644 / 81% | 644 / 81% | 644 / 81% |
| - Diversion / informal contracts and are not filed upon within six months | 435 / 85% | 382 / 85% | 255 / 85% | 255 / 85% | 255 / 85% |
| - Electronic monitoring without a new sustained law violation | --- / --- | --- / --- | 500 / 86% | 425 / 85% | 425 / 85% |
| Number and percent of youth assigned to the Family Preservation Program who remain in their home | 478 / 93% | 474 / 95% | 388 / 94% | 400 / 94% | 400 / 94% |
| Number and percent of youth assigned to the Placement Unit who are not removed from placement ⁽¹⁾ | 765 / 96% | 973 / 97% | 251 / 91% | 300 / 92% | 300 / 92% |

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number and percent of Juvenile Investigation reports not requiring revision per Court | --- / --- | 1018 / 94% | 1078 / 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| Salary Resolution | 135.0 | 151.0 | 151.0 | 141.0 | (10.0) | 141.0 |
| Funded FTE | 132.2 | 145.0 | 145.7 | 137.2 | (8.5) | 137.2 |
| Total Requirements | 19,604,874 | 18,614,717 | 21,484,516 | 19,969,704 | (1,514,812) | 21,290,048 |
| Total Sources | 15,093,606 | 14,212,032 | 14,168,922 | 12,820,903 | (1,348,019) | 12,941,138 |
| Net County Cost | 4,511,268 | 4,402,685 | 7,315,594 | 7,148,801 | (166,793) | 8,348,910 |
| NCC Breakdown | | | | | | |
| Federal Grants Match | | | 40,655 | 43,970 | 3,315 | 43,970 |
| State Grants Match | | | 3,577,904 | 2,867,188 | (710,716) | 2,867,188 |
| A-87 Cost Plan | | | 362,433 | 362,433 | | 362,433 |
| Mandated Services | | | 2,267,312 | 2,877,659 | 610,347 | 3,902,552 |
| Non-Mandated Services | | | 1,067,290 | 997,551 | (69,739) | 1,172,767 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,148,801 or 35.8%, of which \$1,043,725 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 the Juvenile Assessment and Referral Center, Parenting Program, and the Juvenile Traffic Unit.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of computer equipment and maintenance; reduced cell phone and land

line charges; reductions in contracts; elimination of motor vehicle replacement charge; other costs associated with juvenile offenders detained in State facilities; and decrease reimbursement for administrative overhead that is allocated to operating programs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,348,019) | (621,929) | 384,631 | 0 | 1,110,721 | 0 |

2. Reduction in Workforce - Risk Prevention Program and Juvenile Probation Camp Funding Coordinator

Six vacant Deputy Probation Officer positions and one Administrative Assistant position have been eliminated due to decreased funding sources in Juvenile Probation and Camps Funding (JPCF). Loss of State revenue increased participatory cost for the school districts and police departments to the point where a majority of the parties could not afford to pay for their share of Risk Prevention Program (RPP) services. Regularly scheduled on campus diversion services will no longer be provided, however the Juvenile Assessment and Referral Center will absorb the diversion caseload and provide limited on campus intervention and support. The Administrative Assistant II was responsible for the coordination of JPCF and contract management. These responsibilities will be absorbed within the Administration Division.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (888,183) | 0 | 0 | (888,183) | (7) |

3. Reduction in Workforce - Deputy Probation Officers

Three vacant Deputy Probation Officer positions have been eliminated to meet the Department's Net County Cost target. The supervision caseloads will be absorbed through the reassignment of the Risk Prevention Program officers.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (389,331) | 0 | 0 | (389,331) | (3) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,348,019) | (1,899,443) | 384,631 | 0 | (166,793) | (10) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; annualized negotiated labor increases and mid-year position changes and increases in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 120,235 | 1,320,344 | 0 | 0 | 1,200,109 | 0 |

Institutions Services (3283P)

Program Locator

County

Healthy Community

Probation Department

Administrative Services

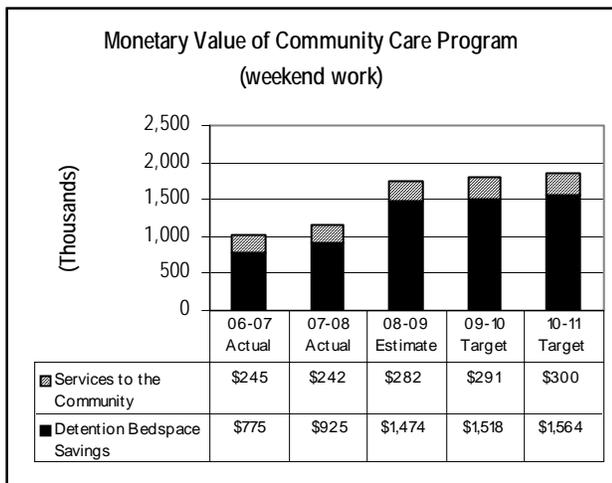
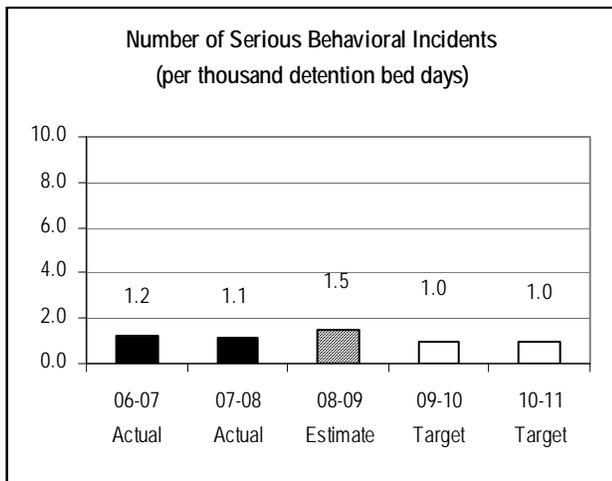
Adult Supervision and Court Services

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 and to protect the community.

Services and Accomplishments

The Institution Services Division primarily contributes to the Shared Vision of a Healthy Community by 2025 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 so they can have productive, crime-free lives in their communities. The Margaret J. Kemp Camp (Camp Kemp) provides a 30-bed residential, local, gender-responsive, and intensive program for girls as an alternative to serving time in detention or in an out-of-home placement program. The Community Care Program supervises youth with weekend community service and restorative justice projects. In addition, the Division provides staff to the Office of Education's Community Schools to maintain order and to intervene early in behavioral problems with youth.

The following are major accomplishments in the current year:

- Increased security at Juvenile Hall and Camp Glenwood
- Implemented a gender-responsive behavioral modification system at Camp Kemp
- Implemented vocational programs at Juvenile Hall and Camp Glenwood
- Implemented a parent support group, youth pre-release transition group, and life skills classes at Camp Glenwood

Story Behind Performance

The Division saw an increase in behavioral incidents in Juvenile Hall in the first half of the year due to an increase in the average daily population and an increase in gang tensions and recruiting behavior. There were several reasons for the increase. First, because of security concerns, youth who would have been sent to Camp Glenwood remained in Juvenile Hall. These youth sometimes remained for up to four months. In addition, the state no longer accepts youth with certain serious offenses, meaning that those youth must serve out their time in Juvenile Hall. Finally, the Juvenile Services Division stopped using the Rites of Passage placement program and those youth, too, needed to serve out their time in Juvenile Hall.

The Community Care Program, in which youth work on community service projects instead of serving custody time, continues to

increase in value to the community and detention bedspace savings. The Division anticipates that the program's value will continue to increase as the cost of the alternative, secure detention bedspace, will continue to rise.

In February 2008, a youth awaiting trial on homicide charges escaped from Juvenile Hall and was later recaptured. Later in the summer, there were several AWOLs from Camp Glenwood. In addition to the Division's internal investigation of the incidents, the Board of Supervisors and the Sheriff's Countywide Security Unit provided independent reviews of security measures and the physical plant. The Division responded by making changes in the physical plant of Juvenile Hall and increasing staff and augmenting oversight of those staff. Probation and the Juvenile Court collaborated to reduce the population at Camp Glenwood in order to provide closer supervision of the youth at that facility.

The population at Camp Kemp remains low, and the Division continues to have discussions with other Bay area counties about contracting out some of the facility's beds. The success rate for the Community Care program was lower in the second quarter of the year, which was most likely due to the increase in the number of youth assigned to the program.

Major challenges over the next two years will be:

- To continue to increase security in Juvenile Hall and at Camp Glenwood
- To respond to the growing risk and needs of youth with evidence-based and cost-effective programming
- To reduce costs by finding ways to reduce reliance on overtime and extra-help staff

Program Objectives

The Institutions Division will meet performance targets by doing the following:

Match Risk and Needs of Youth to Institutional Programming

- Enhance assessment, case planning, and transitional services at all facilities by June 2010
- Maintain funding for evidence-based wellness programs such as yoga and meditation
- Increase vocational programming at Camp Glenwood and Juvenile Hall by March 2010

Plan for Reductions in State and County Funding While Maintaining Safety and Security

- Continue to examine the utility of a shift relief factor, which would reduce the Division's reliance on overtime and extra-help staff and reduce costs
- Continue working with the Department of Public Works on capital improvements at Camp Glenwood that would maintain the facility as a viable alternative to youth serving time in Juvenile Hall

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Average daily population and percent of capacity: | | | | | |
| - Juvenile Hall | 158 / 88% | 155 / 86% | 159 / 88% | 150 / 83% | 145 / 81% |
| - Camp Glenwood | 48 / 90% | 52 / 87% | 29 / 48% | 40 / 67% | 40 / 67% |
| - Camp Kemp | --- / --- | 15 / 50% | 13 / 43% | 25 / 83% | 25 / 83% |
| Number of youth placed in Community Care Program (weekend work) | 391 | 344 | 350 | 400 | 450 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number of treatment programs delivered by staff to: | | | | | |
| - Camp Glenwood residential program | 37 | 40 | 69 | 75 | 80 |
| - Margaret J. Kemp Girls Camp | --- | 61 | 73 | 75 | 80 |
| Number of serious behavioral incidents | 68 | 63 | 86 | 60 | 55 |
| Number of serious behavioral incidents per 1,000 detention bed days | 1.2 | 1.1 | 1.5 | 1.0 | 1.0 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Monetary value of Community Care Program (weekend work): | | | | | |
| - Detention bedspace savings | \$775,472 | \$925,089 | \$1,474,326 | \$1,518,556 | \$1,564,112 |
| - Services to the community | \$244,800 | \$242,449 | \$282,840 | \$291,325 | \$300,065 |
| Number and percent of youth successfully completing Community Care Program (weekend work) | 313 / 89% | 310 / 90% | 322 / 88% | 360 / 90% | 415 / 92% |

Institutions Services (3283P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 150.0 | 150.0 | 146.0 | 143.0 | (3.0) | 143.0 |
| Funded FTE | 147.9 | 151.2 | 145.0 | 142.8 | (2.2) | 142.8 |
| Total Requirements | 21,902,253 | 27,396,892 | 31,438,166 | 31,604,655 | 166,489 | 31,872,453 |
| Total Sources | 9,365,617 | 9,950,337 | 12,451,739 | 10,448,746 | (2,002,993) | 10,589,019 |
| Net County Cost | 12,536,636 | 17,446,554 | 18,986,427 | 21,155,909 | 2,169,482 | 21,283,434 |
| NCC Breakdown | | | | | | |
| State Grants Match | | | 1,214,321 | 790,511 | (423,810) | 790,511 |
| A-87 Cost Plan | | | 469,499 | 469,499 | | 469,499 |
| Mandated Services | | | 15,992,544 | 18,510,848 | 2,518,304 | 18,629,829 |
| Non-Mandated Services | | | 1,310,063 | 1,385,051 | 74,988 | 1,393,595 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$21,155,909 or 66.9%, of which \$1,417,446 or 6.7% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include the Community Care Program and the Community Schools Program.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increase in operating costs include: rent charges, revenue collection charges, vocational training and transitional housing, and Sheriff's Office Security Checkpoint. These increases are offset by a decrease in food service charges, staff uniforms; facility furnishings and equipment; and decreased reimbursement for administrative overhead that is allocated to operating programs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,002,993) | 108,913 | 243,599 | 0 | 2,355,505 | 0 |

2. Reduction in Workforce - Juvenile Hall Seamstresses

Elimination of two filled Seamstress positions that provide in house laundry and clothing services for detained youth to increase cost efficiency. Reduced services will be provided through professional contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (138,762) | 0 | 0 | (138,762) | (2) |

3. Delete Linen and Housekeeping Services Supervisor and Add Utility Worker II

One vacant Linen and Housekeeping Services Supervisor position will be deleted and one new Utility Worker II will be added to provide services to the Institution and other Probation divisions for the delivery of prepared food to the Girls Camp, pick up and delivery of items and files between the Probation Department's various locations throughout the county and will set up and breakdown training rooms as needed for specialized trainings

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (77,733) | 0 | 0 | (77,733) | (1) |
| 0 | 72,369 | 0 | 0 | 72,369 | 1 |

4. Reduction in Workforce - Administrative Secretary

One vacant Administrative Secretary position will be eliminated to meet the Probation Department's Net County Cost Target. The workload will be distributed to the Group Supervisors at Camp Kemp.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (89,973) | 0 | 0 | (89,973) | (1) |

5. Juvenile Hall Overtime

An increase in appropriation to cover the 24/7 supervision of additional high-risk youth in Juvenile Hall.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 48,076 | 0 | 0 | 48,076 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,002,993) | (77,110) | 243,599 | 0 | 2,169,482 | (3) |

FY 2010-11 Program Funding Adjustments

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

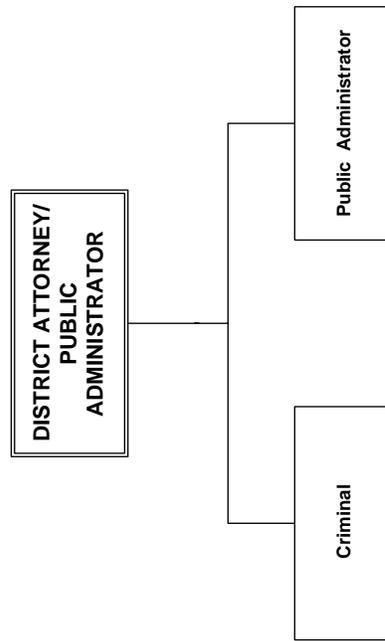
6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; annualized negotiated labor increases and mid-year position changes. Increases have been offset with cost savings from reassigning staff from the community schools to the Youth Services Center, which is a program reduction in the Weekend Work Program. Other miscellaneous charges for services to the Youth Services Center and the Camps have been reduced.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 140,273 | (1,048,997) | 0 | 0 | (1,189,270) | 0 |

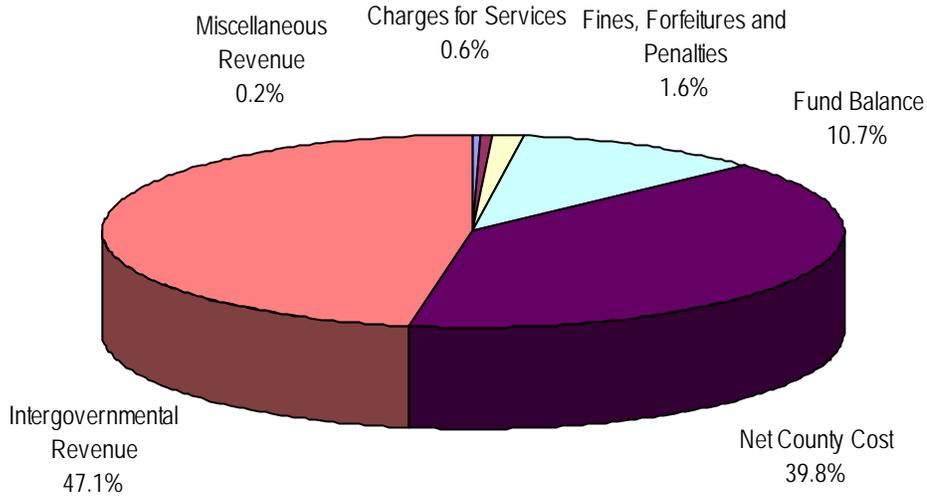
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**DISTRICT ATTORNEY/
PUBLIC ADMINISTRATOR**

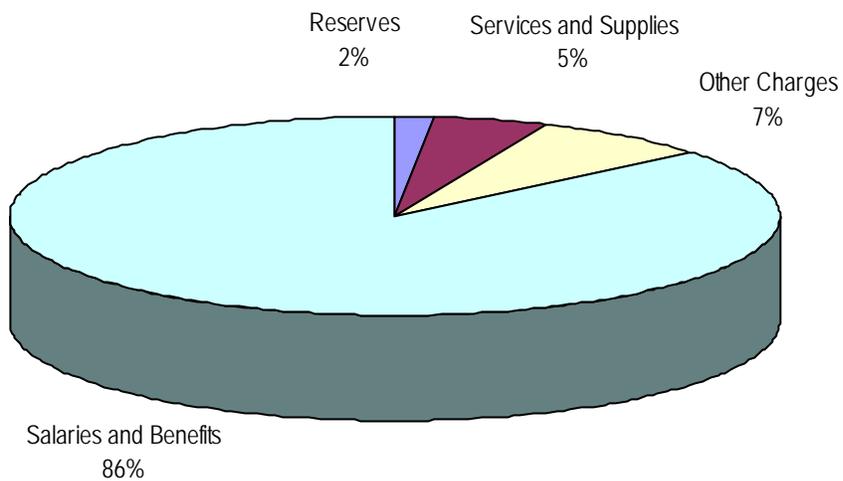


District Attorney / Public Administrator

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



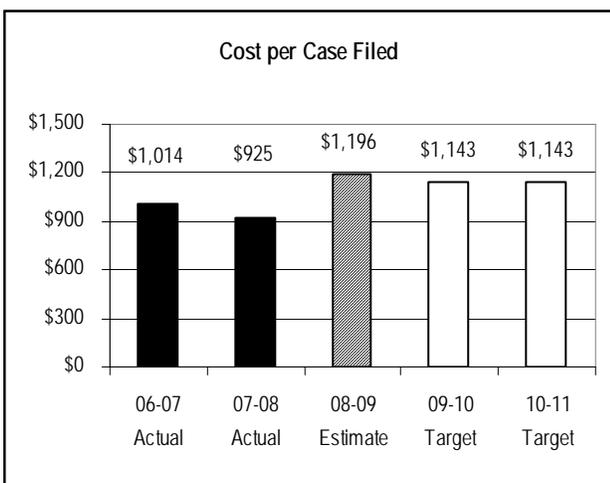
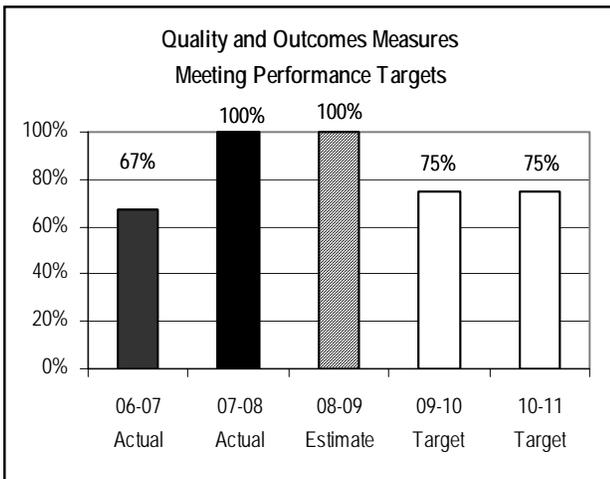
Department Locator

County

Healthy Community

- Health System-Health Department
- Health System-San Mateo 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
- Grand Jury
- 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 2000 – 2008)

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

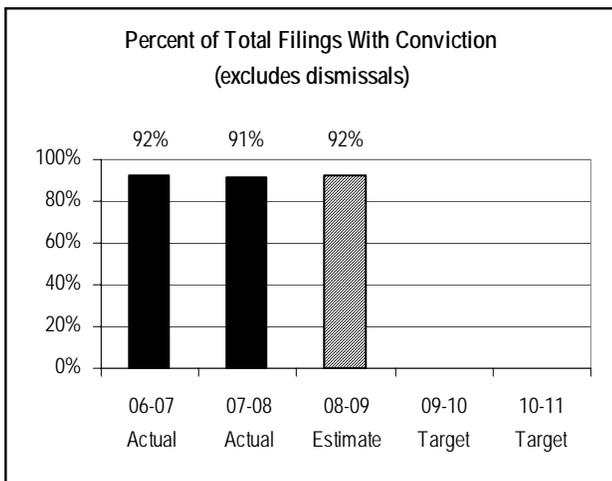
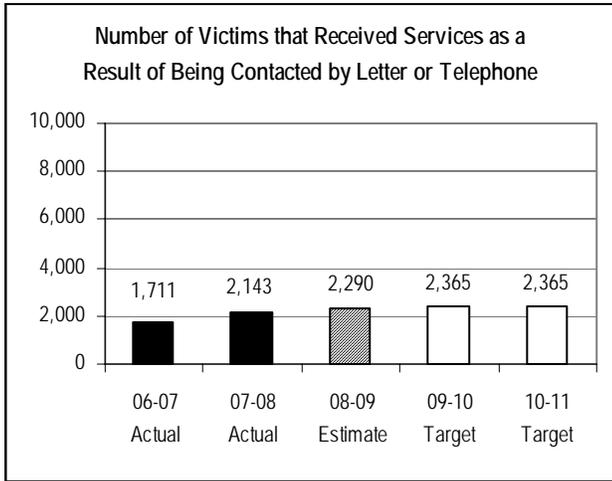
- **Victim Center**
Reduce the trauma of crime and to facilitate quicker recovery for a victim through crisis intervention, claims assistance, and other related services. The number of victims who received these services has increased by 25% from FY 2006-07 to FY 2007-08 and the program projects an additional 6% increase in FY 2008-09.
- **Gang Prosecution**
Continue to provide specialized training for two Deputy District Attorneys who are successfully prosecuting gang cases and added one inspector specialized in gangs cases to vertically investigate and prosecute gang-related crimes. 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 as well as to open lines of communication in high risk communities.

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.

- **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**
Worked with five inter-county agencies and the City and County of San Francisco in the prosecution of one defendant with four separate felony cases.
- **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.

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 Victim's Center provides financial, emotional, social and other assistance to victims of reported crimes. Finally, the Office serves as the Public Administrator in the probate of estates.

The following are major accomplishments in the current year:

COLLABORATIVE COMMUNITY

- 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
- Collaborated with the Ombudsman's Office to create a system of direct reporting of known or suspected physical, sexual and financial abuse of the elderly and / or developmentally disabled adults who reside in long-term care facilities
- Presented Information regarding all aspects of elder abuse, including but not limited to neglect, infliction of injury, sexual assault and financial exploitation to law enforcement, first responders and senior citizens' groups in an effort to broaden the public's awareness of issues effecting the most vulnerable in the community

HEALTHY COMMUNITY

- Participated in establishing a culture of "the greening" of both this Office and the county. The Office has not only participated in the County's Green Team, it has assigned the Chief Deputy District Attorney and Financial Services Manager to implement a green culture throughout the Office.
- Charged four separate felony cases against one defendant for crimes committed in the northern San Mateo County and obtained a conviction of nine felonies.
- Received many complaints from consumers who have been victimized by unlicensed building contractors. Prosecutors worked with Contractor State License Board investigators, District Attorney's Office Inspectors and the Menlo Park, San Carlos and Belmont Police Departments to conduct sting operations that resulted in the prosecution of 22 cases.

Story Behind Performance

The Victim Center has been a division of the District Attorney's Office for seven years since it was transferred from the Probation Department in February 2002. The Victim's Witness 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, as needed and on a case-by-case basis. Initial contact with a victim is done by mail and based on 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 their families to notify them of available program services. Once contact is established, a needs assessment is completed in order to better determine what services are available and / or if a referral to another agency is needed. Often, victims may need assistance in filing an application for compensation of their medical bills, 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 bring valuable and effective emergency 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 along with 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 has been on detecting and prosecuting crimes committed against elder and dependent adults in long-term care facilities. As a result of the monthly Multi-Disciplinary Task Force on Elder Abuse meetings, it became clear that many cases of suspected abuse were falling through the cracks because the reporting agencies were using different standards to determine what conduct to report and what actually constituted criminal elder abuse. In order to address this problem, the legislature adopted Assembly Bill 2100, which requires the Ombudsman's Office to report known or suspected cases of physical, sexual and financial abuse directly to the District Attorney's Office. In the past, such reports were made only when the Ombudsman *knew* that abuse had occurred and the reports were then forwarded only to the local police agency. By submitting the reports directly to the District Attorney's Office, a uniform system of review has been created for those cases that are not obvious cases of abuse. Mandatory reporting requirements have resulted in the refining of both the reporting and response mechanisms to ensure we are not only meeting requirements, but improving upon the quality of life for senior citizens.

Due to outreach efforts, The District Attorney's Office has seen a substantial increase in identity theft because local law enforcement agencies have become more proficient at investigating such cases and citizens are aware of the efficacy of prosecuting these cases. These crimes span across all types of financial categories: credit card theft, online banking, check forgery and fraud, and a variety of telephone or door-to-door solicitation schemes. Even harder to catch and prosecute are the multiplicity of email fraud rings, which trick people into disclosing financial and other personal data in the guise of being a valid credit card company or bank. Increased inter-jurisdictional cooperation in identity theft investigations is netting good results in catching and stopping these types of crimes more comprehensively than in the past. The Rapid Enforcement Allied Computer Team (REACT) has been working with other federal

entities to help investigate identity theft groups that work on a statewide or nationwide basis. This type of cooperation is becoming more commonplace and has helped to prosecute this type of crime. It is anticipated that the elimination of funding for the REACT Task Force will increase the difficulty of investigating cases where computers are used as an instrument of the crime. It is expected that more peace officers will need to receive training in this area since they will not be able to use REACT resources and expertise.

The Public Administrator program administers the estates of deceased persons with no will or without an appropriate person willing or able to act as an estate administrator. There has been an increase in outreach efforts to educate all referral sources, such as hospitals, family members, and other county agencies in establishing internal procedures to meet office requirement of due-diligence when locating the decedent's next-of-kin. This has resulted in referrals being properly referred first to the next-of-kin, who can either accept or decline to administer the estate. The Public Administrator's case management system has been upgraded from a DOS version to a more current Web-based system. The new system is faster and far more user-friendly than the old DOS version. The ability to easily obtain, update and provide information now provides a more efficient, effective and streamlined administration of each estate. Staff shortages and new staff training have continued to negatively impact the Public Administrator program in the efficiency of estate closures. In a proactive approach to the training needs of new staff, the Public Administrator is in the final stages of completing a procedure manual. This manual will provide a step-by-step process of all procedures associated with estate administration and it is expected that this manual will reduce the learning curve and allow for a faster transition of new staff into their handling of a full caseload. The computer upgrade and a redistribution of the uncovered caseload allowed the Public Administrator to exceed targeted measures in percentage of cases closed within 12 months and the average amount distributed to heirs.

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 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 their own county, placing the burden on local law enforcement and district attorney offices to conduct investigations far outside their usual jurisdiction, oftentimes requiring interviews of witnesses, search warrants, and subpoenas to be issued across county and state lines.
- **Formulating a 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 revised forms.

- **Amending the Criminal Elder Abuse Statute**—Last year, efforts were unsuccessful to amend Penal Code 368, which makes it illegal to commit theft from a senior, to include “undue influence” as a prosecutable theory of theft. The Office will continue to work with the California District Attorney’s Association to amend the criminal statute to include this pervasive and complicated theory of theft in order to help restore assets to victimized seniors.

Key Department Initiatives

1. Develop and Implement Strategic Partnerships to Enhance Organizational Effectiveness

Alignment to Shared Vision:

- Collaborative Community

Major Issue to be Addressed:

- Partnerships with County departments and outside agencies, including Police Departments, non-profits, providers of victim’s services, and legislative committees

Goals:

- The Deputy District Attorneys and Inspectors are utilized as consultants that collaborate with police departments and other agencies to increase performance capability and meet organizational goals.
- Establish and strengthen relationships and initiatives through shared resources to better service community partners

Objectives:

- Increase the number of supervisory and management employees with individual training goals that are aligned to department and organizational goals
- Increase outreach efforts in all areas of the organization with a focus on supporting community involvement

Major Milestones

In FY 2007-08:

- Established a departmental committee to develop system requirements for acquisition of a case management system that will meet the needs of the organization and its strategic partners. This committee will be aided by MTG Management Consultants who will seek to identify the functionality necessary for the case management system, based on both current business processes and desired capabilities.

By June 2009:

- Meet with all law enforcement commanders, the Probation Department, the Sheriff’s Office, and the Superior Court to discuss system plans and to facilitate countywide system compatibility whenever possible.

- Expand collaborations with various County departments to ensure department goals and strategies promote a supportive work environment.
- Develop the detailed functional and technical requirements for the new case management system that will meet both current and future business needs.

Partners:

- Community Partners
- All County Departments
- City Police Departments
- Legislative Committees

FY 2009-10 Budget Impact:

The cost of hiring a consultant to develop the functional and technical requirements of a case management system that includes the review of case management systems currently on the market, comparing the available systems to the Department’s requirements and an alternative analysis, was paid with savings in services and supplies and did not require a Net County Cost increase.

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 With Victims and 63% of Victims in Felony Cases

- Continue collaborative relationships with other county 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

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

Prosecute 100% of the Elder Abuse Cases Referred to the District Attorney’s Office that Meet the Standard for Filing

- Work with the Ombudsman’s Office to create procedures that will increase reporting of abuse in long-term care facilities
- Continue to provide training and investigative assistance to law enforcement agencies to identify situations when senior citizens are at risk of either physical or financial abuse

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

Close 69% of Public Administrator Estates Within 12 Months

- Added County Counsel Representative and Program Manager to monthly team meetings in order to ensure early discovery and effective problem resolution to problematic estates
- Complete staff training in order to ensure the effective, efficient, and timely handling of estates

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Total cases reviewed | 22,947 | 23,232 | 23,210 | 22,947 | 22,947 |
| Total filings | 17,729 | 20,048 | 17,540 | 17,088 | 17,088 |
| Number of victims contacted, including unsolved cases | 4,404 | 3,840 | 3,512 | 4,404 | 3,512 |
| Number of Public Administrator cases opened | 75 | 66 | 54 | 63 | 63 |
| Number of Public Administrator cases closed | 59 | 55 | 28 | 55 | 55 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Average number of cases reviewed by attorney | 459 | 464 | 464 | 459 | 459 |
| Number of victims that received services as a result of being contacted by letter or telephone | 1,711 | 2,143 | 2,290 | 2,365 | 2,365 |
| Percent of Public Administrator cases closed within 12 months | 69% | 70% | 75% | 69% | 69% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of total filings with conviction (excludes dismissals) ⁽¹⁾ | 92% | 91% | 92% | --- | --- |
| Number of victim compensation claims approved | 550 | 512 | 540 | 555 | 555 |
| Number of victims referred to a therapist or other resource agency | 541 | 419 | 390 | 410 | 410 |
| Number of victims provided court services such as orientation, support, escort, or case status | 312 | 289 | 225 | 250 | 250 |
| Average amount distributed to heirs through Estate Probate ⁽²⁾ | \$89,473 | \$142,604 | \$82,740 | \$75,200 | \$75,200 |

⁽¹⁾ 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.

⁽²⁾ 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 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 621,300 | 729,697 | 400,000 | 400,000 | | 433,000 |
| Use of Money and Property | 61,633 | 94,703 | 67,662 | | (67,662) | |
| Intergovernmental Revenues | 12,141,324 | 12,047,815 | 12,366,020 | 11,728,747 | (637,273) | 11,941,945 |
| Charges for Services | 180,392 | 233,151 | 191,541 | 140,500 | (51,041) | 158,753 |
| Miscellaneous Revenue | 42,729 | 46,388 | 40,000 | 41,500 | 1,500 | 41,500 |
| Total Revenue | 13,047,378 | 13,151,754 | 13,065,223 | 12,310,747 | (754,476) | 12,575,198 |
| Fund Balance | 4,065,398 | 3,984,132 | 3,675,088 | 2,661,585 | (1,013,503) | 2,661,585 |
| TOTAL SOURCES | 17,112,776 | 17,135,886 | 16,740,311 | 14,972,332 | (1,767,979) | 15,236,783 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 16,790,190 | 18,766,192 | 20,696,566 | 21,428,975 | 732,409 | 22,887,788 |
| Services and Supplies | 864,405 | 1,040,362 | 1,379,941 | 1,212,993 | (166,948) | 1,206,993 |
| Other Charges | 1,522,237 | 1,670,646 | 1,735,168 | 1,843,836 | 108,668 | 1,843,836 |
| Fixed Assets | 6,957 | (1,332) | | | | |
| Gross Appropriations | 19,183,790 | 21,475,868 | 23,811,675 | 24,485,804 | 674,129 | 25,938,617 |
| Net Appropriations | 19,183,790 | 21,475,868 | 23,811,675 | 24,485,804 | 674,129 | 25,938,617 |
| Contingencies/Dept Reserves | 2,503,414 | 2,147,122 | 2,018,029 | 399,829 | (1,618,200) | 2,658 |
| TOTAL REQUIREMENTS | 21,687,204 | 23,622,990 | 25,829,704 | 24,885,633 | (944,071) | 25,941,275 |
| NET COUNTY COST | 4,574,428 | 6,487,104 | 9,089,393 | 9,913,301 | 823,908 | 10,704,492 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 128.0 | 129.0 | 129.0 | 129.0 | | 129.0 |
| Funded FTE | 124.5 | 124.9 | 124.7 | 125.2 | 0.4 | 125.2 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$1,767,979 or 10.6% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Use of Money and Property

There is a decrease of \$67,662 in this funding source due to the repayment to various estates due to the investment losses that resulted from the Lehman Brothers bankruptcy.

Intergovernmental Revenues

There is a decrease of \$637,273 in this funding source due to a decreased in Proposition 172 Public Safety Sales Tax, which is offset by a slight increase in state funding for four grants.

Charges for Services

There is a decrease of \$51,041 in this funding source due to lower Estate balances as a result of decreased real property values, investment portfolios, and higher debt that reduces the overall value of an estate.

Miscellaneous Revenue

There is an increase of \$1,500 in this funding source due to various witness reimbursements received from the Witness Relocation Assistance Program.

Fund Balance

There is a decrease of \$1,013,503 in this funding source due to updated year-end Fund Balance estimates that reflect a lower amount of savings than was previously projected.

TOTAL REQUIREMENTS

Total Requirements decreased by \$944,071 or 3.7% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$732,409 in this expenditure category primarily due to an increase of \$249,969 in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); an increase in health insurance in the amount of \$99,000; an increase in labor costs for the Victim's Services Program in the amount of \$273,000; and an increase in labor costs due to the elimination of the Spousal Abuser Prosecution Program grant in the amount of \$110,440.

Services and Supplies

There is a net decrease of \$166,948 in this expenditure category due to the department's commitment to reduce expenditures in order to offset a portion of labor cost increases.

Other Charges

There is an increase of \$108,668 in this expenditure category due to increases in service charges from other departments such as radio service, County facility rent, and automation charges.

Contingencies/Departmental Reserves

There is a decrease of \$1,618,200 in this expenditure category due to a projected decrease in Fund Balance. The balance in General Fund Reserves represents 1.6% of Net Appropriations, which is under the County reserves policy by \$89,887.

NET COUNTY COST

There is a net increase of \$823,908 or 9.1% in this Department's General Fund allocation, primarily reflecting increases of \$328,972 for the state eliminated Spousal Abuser Prosecution Program grant and \$381,027 for the unfunded portion of four other state grants

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources increased by \$264,451 or 1.8% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is an increase of \$33,000 in this funding source due to projected increase in the number of cases that are expected to contain civil penalties.

Intergovernmental Revenues

There is an increase of \$213,198 in this funding source due to projected increases in Proposition 172 Public Safety Sales Tax.

Charges for Service

There is an increase of \$18,253 in this funding source due to projected increases in the number of estates that are expected to close during the fiscal year.

TOTAL REQUIREMENTS

Total Requirements increased by \$1,055,642 or 4.2% 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 \$1,458,813 in this expenditure category due to an increase in the county retirement contribution and the unfunded salary and benefit portion of state grants.

Services and Supplies

There is a decrease of \$6,000 in this expenditure category due to anticipated savings as a result of conservative spending.

Contingencies/Departmental Reserves

There is a decrease of \$397,171 in this expenditure category due to a projected decrease in Fund Balance. The balance in General Fund Reserves represents .01% of Net Appropriations, which is under the County reserves policy by \$516,114.

NET COUNTY COST

There is an increase of \$791,191 or 8% in this Department's General Fund allocation primarily due to a salary and benefit increase of \$1,458,813. This increase is partially offset by a reduction of \$397,171 in departmental Reserves.

District Attorney / Public Administrator (2510B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 128.0 | 129.0 | 129.0 | 129.0 | | 129.0 |
| Funded FTE | 124.5 | 124.9 | 124.7 | 125.2 | 0.4 | 125.2 |
| Total Requirements | 21,687,204 | 23,622,990 | 25,829,704 | 24,885,633 | (944,071) | 25,941,275 |
| Total Sources | 17,112,776 | 17,135,886 | 16,740,311 | 14,972,332 | (1,767,979) | 15,236,783 |
| Net County Cost | 4,574,428 | 6,487,104 | 9,089,393 | 9,913,301 | 823,908 | 10,704,492 |
| NCC Breakdown | | | | | | |
| Federal Grants Match | | | 99,000 | 110,000 | 11,000 | 110,000 |
| Realignment MOE | | | 158,857 | 158,857 | | 158,857 |
| Proposition 172 MOE | | | 8,831,536 | 9,644,444 | 812,908 | 10,435,635 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$9,913,301 or 39.8%, of which \$9,860,506 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 Public Safety Sales Tax (Prop 172) and Realignment Sales Tax.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); a decrease in state funding; a decrease in charges for services; and a decrease in use of money and property due to investment losses that resulted from the Lehman Brothers bankruptcy.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (1,767,979) | 674,129 | 0 | (1,618,200) | 823,908 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; increases in fines, forfeitures and penalties; increases in Proposition 172 Public Safety Sales Tax and Public Administrator's fees; and a decrease in Reserves due to a projected decrease in Fund Balance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 264,451 | 1,452,813 | 0 | (397,171) | 791,191 | 0 |

Private Defender Program (2800B)

Budget Unit Locator

County

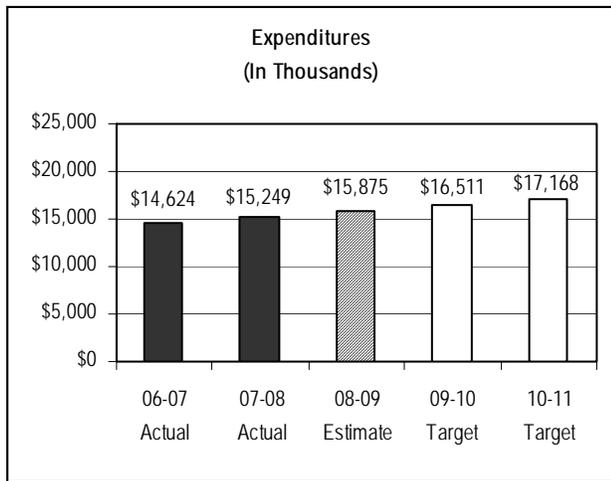
- Healthy Community
 - Health System-Health Department
 - Health System-San Mateo Medical Center
 - First 5 San Mateo County
 - Sheriff's Office
 - Message Switch
 - Probation Department
 - District Attorney / Public Administrator



- Private Defender Program**
 - County Support of the Courts
 - Grand Jury
 - Coroner's Office
 - Public Safety Communications
 - Fire Services

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 2009-10 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.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: effective July 1, 2006, the Board of Supervisors adopted a five-year agreement with the San Mateo County Bar Association to provide Private Defender Program services. This budget adjustment reflects an annual four percent negotiated increase per the terms of the Agreement and an increase in County-owned facility rental charges, including debt service for the Youth Services Center. The contract will be re-visited as part of efforts to eliminate the structural budget deficit.

| | |
|---------------------|---------|
| Revenue/Sources | 0 |
| Appropriations | 635,497 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 635,497 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: this adjustment reflects an annual four percent negotiated increase per the terms of the Agreement.

| | |
|---------------------|---------|
| Revenue/Sources | 0 |
| Appropriations | 657,962 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 657,962 |
| Positions | 0 |

Private Defender Program (2800B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 603,426 | 644,233 | 575,000 | 575,000 | | 575,000 |
| Interfund Revenue | 491,953 | 405,945 | 375,000 | 375,000 | | 375,000 |
| TOTAL SOURCES | 1,095,379 | 1,050,178 | 950,000 | 950,000 | | 950,000 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 14,623,141 | 15,208,067 | 15,816,390 | 16,449,046 | 632,656 | 17,107,008 |
| Other Charges | 923 | 40,651 | 58,642 | 61,483 | 2,841 | 61,483 |
| TOTAL REQUIREMENTS | 14,624,064 | 15,248,718 | 15,875,032 | 16,510,529 | 635,497 | 17,168,491 |
| NET COUNTY COST | 13,528,685 | 14,198,540 | 14,925,032 | 15,560,529 | 635,497 | 16,218,491 |

County Support of the Courts (2700B)

Budget Unit Locator

County

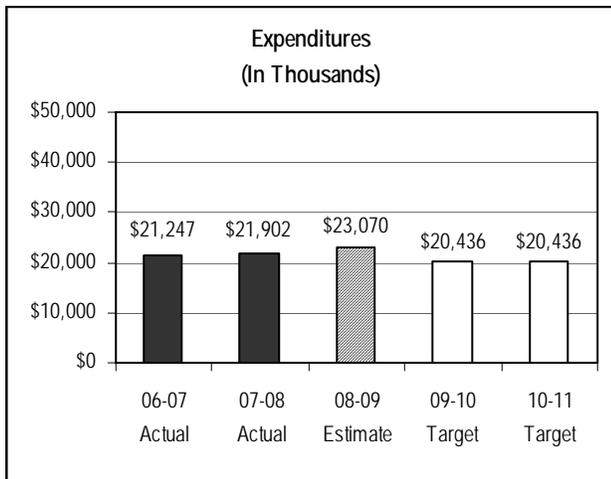
- Healthy Community
 - Health System-Health Department
 - Health System-San Mateo Medical Center
 - First 5 San Mateo County
 - Sheriff's Office
 - Message Switch
 - Probation Department
 - District Attorney / Public Administrator
 - Private Defender Program

▷ **County Support of the Courts**

- Grand Jury
- 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 2009-10 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 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: Fine and Forfeiture revenues and related collection charges have been reduced due to the economic downturn and rising unemployment. In addition, the Document Recording Fees that accrue to this budget unit pursuant to the Trial Court Funding Act are reduced due to the housing market slowdown. As a result of these anticipated declines, a corresponding reduction is made to the County's mandated 50/50 revenue split with the State for excess Fine and Forfeiture revenues. Finally, the County's four-year local revenue sharing agreement with the State pursuant to AB 139 ends in FY 2008-09 and is eliminated.

| | |
|---------------------|-----------|
| Revenue/Sources | (596,293) |
| Appropriations | (763,514) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (167,221) |
| Positions | 0 |

2. Transfer of Court Facilities

During FY 2008-09 the County transferred a number of court facilities to the State, as follows: the Hall of Justice (52.7%) and the Traffic / Small Claims Annex (100%) in Redwood City; the Central Branch Courthouse (100%) and court-occupied buildings at the Youth Services Center (15.05%) in San Mateo; and the Northern Branch Courthouse (79.88%) in South San Francisco. The County began paying prorated portions of the County Facility Payments (CFPs) in FY 2008-09. The CFPs are fully annualized in FY 2009-10. With these transfers the State becomes fully responsible for maintaining court-occupied space and must reimburse the County for its share of maintaining building-wide systems and common areas. The added cost of the CFPs is more than offset by the elimination of court-related rents that are paid to Public Works. The County will continue to pay rent for the Northern Jail Annex, also known as Courtroom "O", which was transferred as a limited use agreement, whereby the County retained title and remains fully responsible for maintaining the facility. Courthouse Construction Funds that passed through this budget unit to pay debt service for the Youth Services Center are also removed and will be transferred

directly from the Courthouse Construction Fund to the Debt Service Fund. Savings that result from the court facility transfers will be used on a one-time basis to stabilize rent charges to County departments located in these facilities during FY 2009-10. Ongoing savings will be used to balance the General Fund budget.

| | |
|---------------------|-------------|
| Revenue/Sources | (822,466) |
| Appropriations | (1,870,054) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (1,047,588) |
| Positions | 0 |

TOTAL 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|-------------|
| Revenue/Sources | (1,418,759) |
| Appropriations | (2,633,568) |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (1,214,809) |
| Positions | 0 |

FY 2009-10 Funding Adjustments

No change.

County Support of the Courts (2700B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 6,845,679 | 6,682,615 | 7,324,994 | 6,914,664 | (410,330) | 6,914,664 |
| Charges for Services | 2,545,067 | 2,027,454 | 2,236,291 | 1,981,518 | (254,773) | 1,981,518 |
| Miscellaneous Revenue | 325,378 | 678,105 | 731,190 | 800,000 | 68,810 | 800,000 |
| Other Financing Sources | | 483,520 | 822,466 | | (822,466) | |
| TOTAL SOURCES | 9,716,123 | 9,871,694 | 11,114,941 | 9,696,182 | (1,418,759) | 9,696,182 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 347,243 | 403,730 | 420,000 | 430,000 | 10,000 | 430,000 |
| Services and Supplies | 1,009,371 | 883,006 | 1,087,000 | 1,087,000 | | 1,087,000 |
| Other Charges | 19,890,048 | 20,615,248 | 21,562,881 | 18,919,313 | (2,643,568) | 18,919,313 |
| TOTAL REQUIREMENTS | 21,246,662 | 21,901,983 | 23,069,881 | 20,436,313 | (2,633,568) | 20,436,313 |
| NET COUNTY COST | 11,530,538 | 12,030,289 | 11,954,940 | 10,740,131 | (1,214,809) | 10,740,131 |

Grand Jury (1920B)

Budget Unit Locator

County

- Healthy Community
 - Health System-Health Department
 - Health System-San Mateo 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
- ▷ **Grand Jury**
 - Coroner's Office
 - Public Safety Communications
 - Fire Services

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$547,968 or 81.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2009-10 Funding Adjustments

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

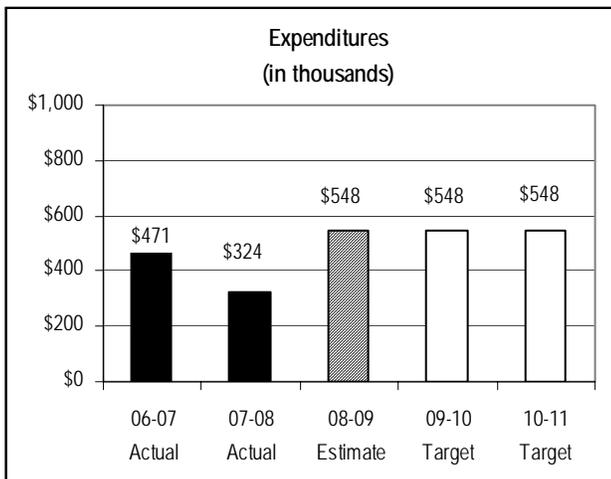
1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: the FY 2009-10 contract for financial audit services with Macias, Gini and Company LLP is \$381,883. Appropriation for the previous contract and other minor operating costs have been eliminated and appropriation for the new contract has been added.

Budget Unit Description

The San Mateo County Civil Grand Jury is a statutory body impaneled annually for the purpose of general investigating activities relating to local government. The Grand Jury may investigate any department of San Mateo County government, any city in the county, any of the special districts in the county or in certain cases, non-profit organizations or agencies in the county. The Grand Jurors are selected by the Superior Court and are under the guidance of a Superior Court Judge. However, the Grand Jury functions as an independent body and the direction of its investigations are determined by the Grand Jury itself. Specific areas of concern are documented and appropriate recommendations are made. This report is submitted to the Board of Supervisors. A formal response is required within 60 days by elected officials and 90 days by all others. A separate Criminal Grand Jury is drawn by order of the Presiding Judge, as necessary, for the purpose of returning criminal indictments.

| | |
|---------------------|-----------|
| Revenue/Sources | (82,056) |
| Appropriations | (381,883) |
| Re-Appropriations | 381,883 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 82,056 |
| Positions | 0 |



FY 2010-11 Funding Adjustments

The following are significant changes from the FY 2009-10 the FY 2010-11 Adopted Budget:

2. 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.

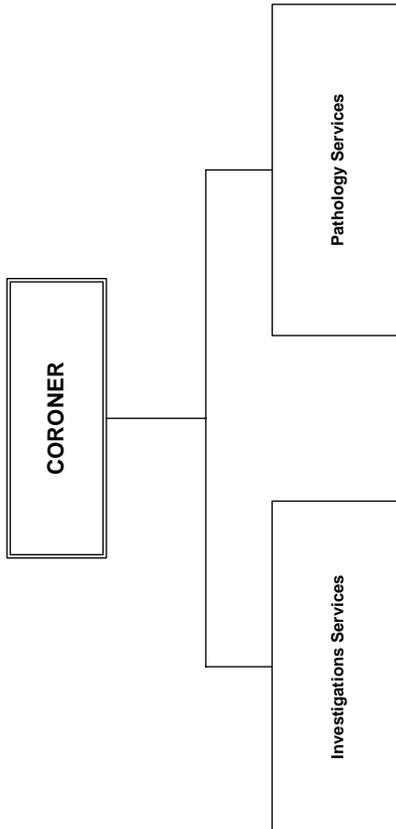
| | |
|---------------------|-----------|
| Revenue/Sources | 0 |
| Appropriations | (394,877) |
| Re-Appropriations | 394,877 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

Grand Jury (1920B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

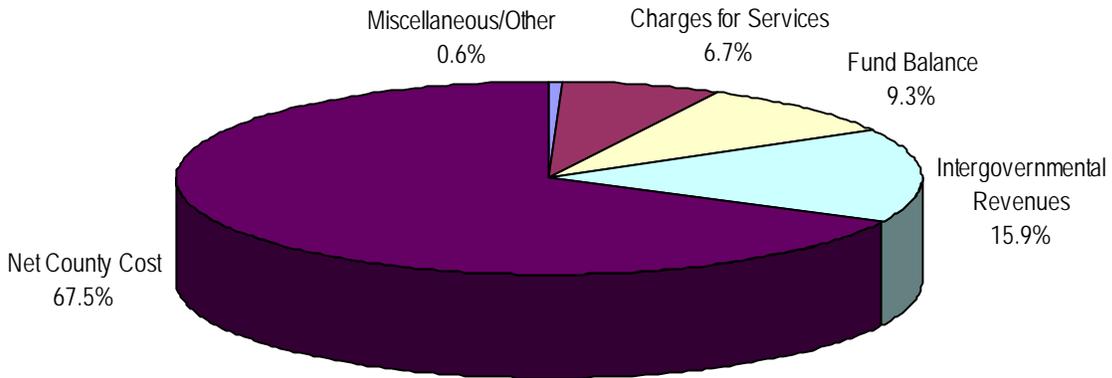
| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Interfund Revenue | | | 82,056 | | (82,056) | |
| Total Revenue | | | 82,056 | | (82,056) | |
| Fund Balance | | | 128,523 | 128,523 | | 128,523 |
| TOTAL SOURCES | | | 210,579 | 128,523 | (82,056) | 128,523 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 39,023 | 44,448 | 72,039 | 53,960 | (18,079) | 40,966 |
| Services and Supplies | 429,442 | 273,377 | 463,650 | 481,308 | 17,658 | 494,302 |
| Other Charges | 2,096 | 5,835 | 12,279 | 12,700 | 421 | 12,700 |
| Net Appropriations | 470,562 | 323,660 | 547,968 | 547,968 | | 547,968 |
| Contingencies/Dept Reserves | | | 128,523 | 128,523 | | 128,523 |
| TOTAL REQUIREMENTS | 470,562 | 323,660 | 676,491 | 676,491 | | 676,491 |
| NET COUNTY COST | 470,562 | 323,660 | 465,912 | 547,968 | 82,056 | 547,968 |

CORONER'S OFFICE

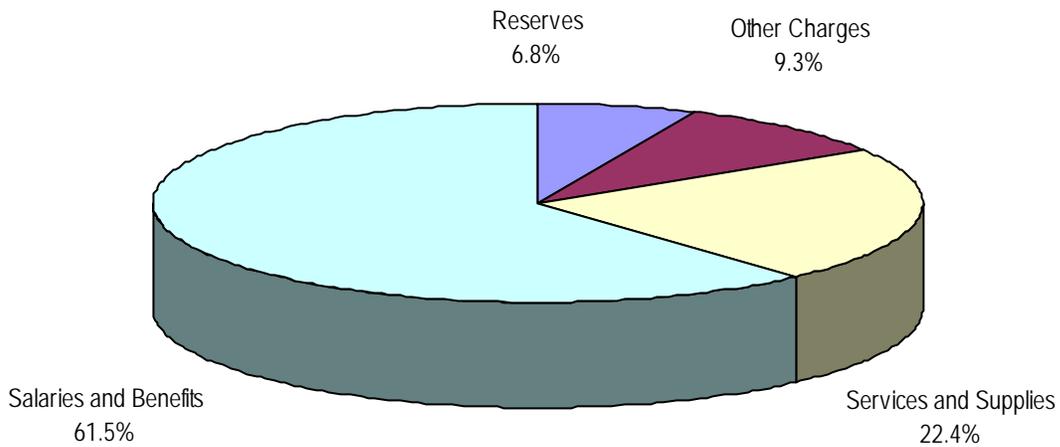


Coroner's Office

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

Healthy Community

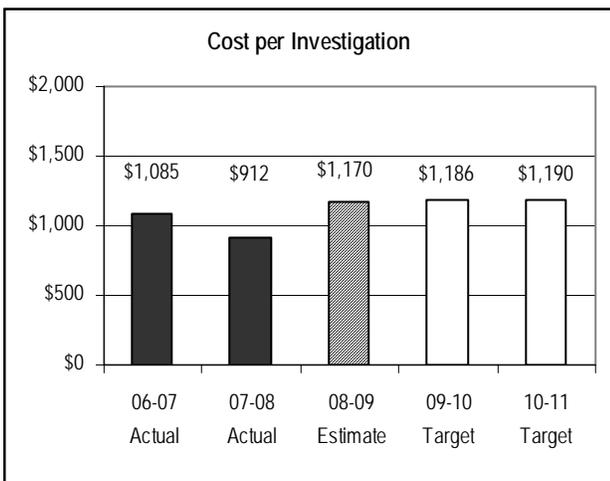
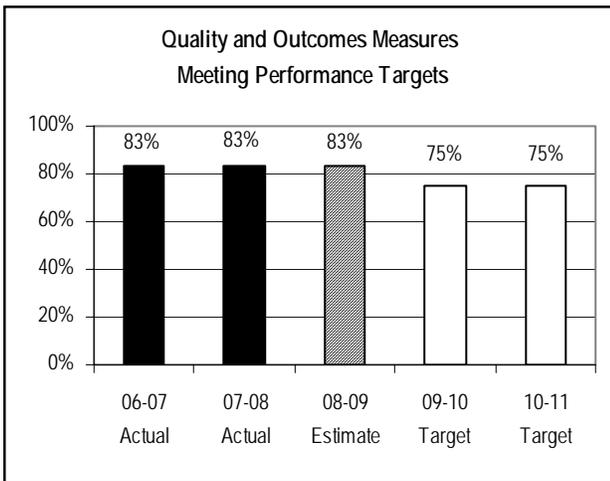
- Health System-Health Department
- Health System-San Mateo Medical Center
- First 5 San Mateo County
- Sheriff's Office
- Message Switch
- Probation Department
- District Attorney / Public Administrator
- Private Defender Program
- County Support of the Courts
- Grand Jury



Coroner's Office

- Public Safety Communications
- Fire Services

Department Measures



Department Mission Statement

To serve the residents of San Mateo County by providing prompt independent investigations to determine the mode, manner and cause of death of decedents under the Coroner's jurisdiction. Provide high quality 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 2000 – 2008)

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

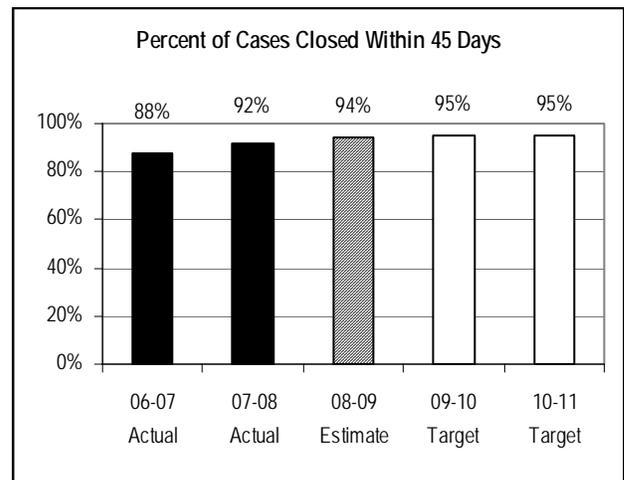
• **Community Outreach and Public Education**

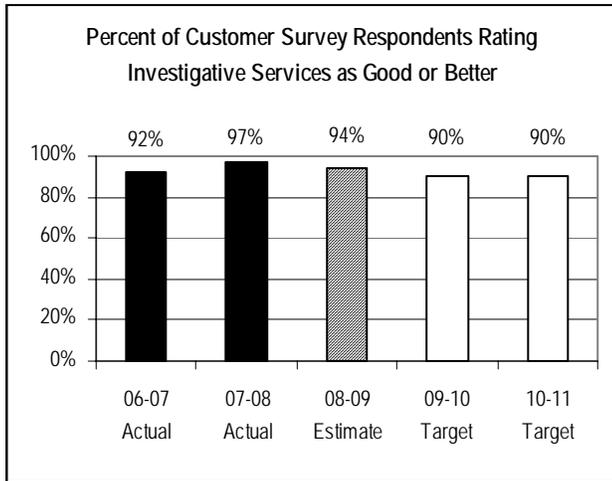
Updating the disaster preparedness plans, in case of a major disaster or emergency affecting San Mateo County, continues to be a goal for the Coroner's Office. The Office continues to be proactive in educating the public with the most current information by attending a variety of community meetings. 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. Since 2000 the department has positively identified 3 cases using methods outside the DNA Laboratory.

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:

- Reduced the time it takes to make available the Coroner's report to decedents' families from 21 days to 19 days
- Reviewed and updated disaster preparedness plan and participated in countywide drills to be followed in case of an emergency situation
- Created brochure materials and online information to educate the public on the responsibilities and role of the Coroner's Office
- Implemented a management reorganization and completed updating the Records Management System
- Implemented a new Firearms Release Policy and countywide Donation Policy in accordance with the Department of Justice and Sheriff's Office rules and regulations
- Developed a Coroner's "Trauma Bear" program to assist children immediately following the loss of a parent or loved one

Story Behind Performance

The Coroner's Office has met the performance standard of closing a case, within 30 days, 94% of the time in FY 2008-09 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. This has ultimately resulted in streamlining the process and time required to reach a conclusion. Timeliness in assisting families through this difficult process remains a departmental priority. 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 a program that incorporates the latest reporting techniques.

The Pathology Division strives to provide a rapid turnaround of all cases. In FY 2008-09, the Division released 95% of homicide cases within three days. There is a 99% turnaround time for non-homicide cases that are available for release within twenty-four hours of assuming jurisdiction. The Coroner's Office is able to meet this performance standard because the Pathology Division operates seven days a week.

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 morgue and Pathologists' offices with updated equipment
- 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
- Collaborate with the Courts to create a program designed to demonstrate the fatal impact of Driving Under the Influence (DUI) and Drug Abuse to at-risk youth
- Increase Coroner's fees and institute new fee based programs
- Complete the reorganization of the Coroner's Office to ensure the proper framework for team building and desired performance
- Identify a primary and secondary service provided for body removal

Key Department Initiative

1. Modify Personnel Work Schedule to Create Unity and Consistency

Alignment to Shared Vision:

- Healthy Community

Major Issues to be Addressed:

- Fragmented schedules have led to inconsistent procedures
- Long shift work creates work load issues resulting in difficulty when maintaining required reporting
- Lack of lead investigator(s) allow for independent decisions that are not reliable and consistent

Goals:

- Develop scheduling that allows for reasonable shift work and increases consistency, continuity, and cooperation
- Use the Team-Concept to ensure work is monitored by a lead investigator and ancillary duties are completed in a timely manner
- Maintain retention of personnel and develop employees that can fill leadership roles in the future
- Increase the accessibility of families to primary investigating Deputy Coroners

Objectives:

- Prepare internal candidates for career opportunities that may arise through training and increased responsibilities
- Insure employees are part of a team working towards the same outcomes and goals
- Allow for team input keeping the key words of consistency, continuity, and cooperation in the forefront

Major Milestones:

In FY 2008-09

- Improved the Case Management System used throughout the State of California to record and report deaths
- Began work on the Coroner's Save-A-Life Program that targets troubled youth
- Developed a beginning schedule modification plan to increase productivity and services to the community
- Held departmental staff meetings with key personnel to allow for input as the department evolves and changes its management components
- Increased the amount of training by encouraging employees to take advantage of POST On-Line courses

By June 2009

- Submit new staffing and scheduling plan to Human Resources for review
- Notify appropriate union representatives of plan and schedule meet and confer session if deemed necessary
- Appoint a second Senior Deputy Coroner to act as a team leader under the new staffing plan

- Apply new staffing and scheduling plan to Forensic Autopsy Technicians to increase coverage and expand required duties
- Develop on-going training for each team of Deputy Coroners in conjunction with new scheduling availability
- Use personnel to implement the Save-A-Life Program, Internship Program, and indigent burial reviews

By June 2010

- Continue to encourage participation in County training programs to support career development
- Participate in the countywide succession planning program

Partners:

- County Manager's Office
- Human Resources Department
- Colleges and Universities
- San Mateo County Law Enforcement Agencies
- State of California Coroner's Association
- San Mateo County Sheriff's Office

FY 2009--10 Budget Impact:

The schedule modification program would produce a differential increase of 5.74% for one position due to the upgrade of one Deputy Coroner to Senior Deputy Coroner. This increase should be fully offset by a reduction in overtime expenditures for the Forensic Autopsy Technician classification, a reduction in overtime and extra-help expenditures for the Deputy Coroner classification, and a reduction in night shift differential expenditures. In addition, the change of schedule and staffing levels will increase the low level supervision for the Forensic Autopsy Technicians and Deputy Coroner's without affecting the costs that are usually associated with these types of changes.

Other Significant Department Objectives

The Coroner's Office will meet performance targets by doing the following:

Close at Least 90% of All Cases Reported to the Coroner's Office within 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
- Identify or purchase a vehicle that is able to tow the fully loaded disaster trailers to the required locations
- Continue to research and implement additional disaster preparedness projects

Maintain an Overall Satisfaction Rating of at Least 90%

- Continue to respond to reported deaths within 15 minutes
- Maintain turnaround time on all full Coroner's case decedents

- Notify the families when the cause of death may be genetic, thereby affecting other family members
- Continue to provide a high level of service while keeping the needs and feelings of the survivors in mind
- Continue to be aggressive in attempts to identify all unknown deceased persons

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

Review County Cremation Procedures to Realize a 5% Reduction in County Costs

- Explore current process for effectiveness and fairness to members of the community needing the service
- Create a financial review questionnaire for those asking for County Cremation of the decedent
- Ensure only those truly in need of the service are able to obtain County Cremation
- Reduce County costs by following procedures that provide this service only after financial review is completed

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of deaths reported to the Coroner's Office | 3,022 | 3,131 | 3,080 | 3,000 | 3,000 |
| Number of cases receiving clinical inspections | 87 | 133 | 120 | 100 | 100 |
| Number of cases receiving full autopsy | 329 | 381 | 370 | 430 | 430 |
| Number of cases requiring an investigator on site | 514 | 534 | 504 | 530 | 525 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Average number of cases taken per deputy coroner per month ⁽¹⁾ | 36 | 37 | 38 | 39 | 38 |
| Percent of calls responded to within 15 minutes ⁽²⁾ | 98% | 96% | 98% | 99% | 99% |
| Percent of calls where the removal service arrives on scene within 45 minutes ⁽³⁾ | 95% | 68% | 60% | 80% | 80% |
| Percent of Pathology cases for which an autopsy is conducted | 14% | 16% | 16% | 15% | 15% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of cases closed within 45 days | 88% | 92% | 94% | 95% | 95% |
| Percent of survey respondents rating services good or better | 92% | 97% | 94% | 90% | 90% |

⁽¹⁾ A Deputy Coroner works two 20-hour shifts per week or approximately 8 shifts per month.

⁽²⁾ 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.

⁽³⁾ The decrease in the percentage of calls where the removal service arrives on scene between FY 2006-07 and FY 2007-08 is due to the body removal service provider merging with a larger company, taking on additional contracts, and servicing a larger geographical area. In FY 2006-07, FY 2007-08, and FY 2008-09 the average response time for removal was set at 30 minutes. In FY 2008-09 the response time has been increased to 45 minutes.

Coroner's Office (3300B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 11,206 | 10,917 | 11,200 | 11,200 | | 11,200 |
| Intergovernmental Revenues | 515,344 | 507,082 | 525,651 | 490,031 | (35,620) | 499,832 |
| Charges for Services | 157,813 | 171,702 | 190,000 | 208,000 | 18,000 | 217,975 |
| Miscellaneous Revenue | 12,918 | 9,999 | 7,500 | 8,500 | 1,000 | 8,500 |
| Total Revenue | 697,281 | 699,700 | 734,351 | 717,731 | (16,620) | 737,507 |
| Fund Balance | 179,676 | 169,077 | 285,590 | 285,590 | | 285,590 |
| TOTAL SOURCES | 876,957 | 868,777 | 1,019,941 | 1,003,321 | (16,620) | 1,023,097 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,741,984 | 1,806,073 | 1,858,121 | 1,897,903 | 39,782 | 1,991,724 |
| Services and Supplies | 555,075 | 563,016 | 712,645 | 689,681 | (22,964) | 670,659 |
| Other Charges | 229,400 | 239,809 | 283,682 | 287,280 | 3,598 | 287,280 |
| Fixed Assets | 50,395 | | 10,000 | | (10,000) | |
| Net Appropriations | 2,576,854 | 2,608,898 | 2,864,448 | 2,874,864 | 10,416 | 2,949,663 |
| Contingencies/Dept Reserves | 103,180 | 92,581 | 209,094 | 209,094 | | 209,094 |
| TOTAL REQUIREMENTS | 2,680,034 | 2,701,479 | 3,073,542 | 3,083,958 | 10,416 | 3,158,757 |
| NET COUNTY COST | 1,803,077 | 1,832,702 | 2,053,601 | 2,080,637 | 27,036 | 2,135,660 |
| AUTHORIZED POSITIONS | | | | | | |
| 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 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$16,620 or 1.6% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$35,620 in this funding source due to a reduction in available Proposition 172 funding.

Charges for Services

There is a net increase of \$18,000 in this funding source due to a scheduled increase in Body Removal fees effective July 1, 2009.

Miscellaneous Revenue

There is an increase of \$1,000 in this funding source due in part to paid participation in the Drug Abuse Warning Network (DAWN) and National Violent Death Reporting System (NVDRS).

TOTAL REQUIREMENTS

Total Requirements increased by \$10,416 or .003% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$39,782 in this expenditure category primarily due to an increase of \$55,641 for negotiated labor increases and increased benefit costs. This increase was partially offset by a reduction in on call pay that was previously allocated for a full time Chief Deputy Coroner in the amount of \$10,200; a decrease in management cash out in the amount of \$3,941; and a reduction in shift differential with the new deputy coroner schedule taking effect May 31, 2009 in the amount of \$1,718.

Services and Supplies

There is a decrease of \$22,964 in this expenditure category due to reductions in equipment maintenance as a result of the majority of equipment is currently leased and covered by warranty.

Other Charges

There is an increase of \$3,598 in this expenditure category due to increases in services charges for rent, workers compensation, and radio costs due to Redwood City Police Department withdrawing participation in the trunked radio system and redistribution of those costs.

Fixed Assets

There is a decrease of \$10,000 in this expenditure category due to a one-time purchase of a new server for the Department.

Contingencies/Departmental Reserves

The balance in General Fund Reserves of \$209,094 represents 7.2% of Net Appropriations, which exceeds the County 2% reserves policy by \$151,805.

NET COUNTY COST

There is an increase of \$27,036 or 1.3% in this Department's General Fund allocation, primarily reflecting a decrease of \$35,620 in Proposition 172 funding.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources increased by \$19,776 or 1.9% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$9,801 in this funding source due to anticipated Proposition 172 funding availability.

Charges for Services

There is an increase of \$9,975 in this funding source due to a scheduled increase in Body Removal fees effective July 1, 2010.

TOTAL REQUIREMENTS

Total Requirements increased by \$74,799 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 \$93,821 in this expenditure category due to increased benefits costs.

Services and Supplies

There is a decrease of \$19,022 in this expenditure category due to a reduction in Safety Equipment expenditures.

Contingencies/Departmental Reserves

The balance in General Fund Reserves of \$209,094 represents 7.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$150,101.

NET COUNTY COST

There is an increase of \$55,023 or 2.6% in this Department's General Fund allocation primarily reflecting increased labor costs in the amount of \$98,821.

Coroner's Office (3300B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 15.0 | 15.0 | 15.0 | 15.0 | | 15.0 |
| Funded FTE | 15.0 | 15.0 | 15.0 | 15.0 | | 15.0 |
| Total Requirements | 2,680,034 | 2,701,479 | 3,073,542 | 3,083,958 | 10,416 | 3,158,757 |
| Total Sources | 876,957 | 868,777 | 1,019,941 | 1,003,321 | (16,620) | 1,023,097 |
| Net County Cost | 1,803,077 | 1,832,702 | 2,053,601 | 2,080,637 | 27,036 | 2,135,660 |
| NCC Breakdown | | | | | | |
| Proposition 172 MOE | | | 525,651 | 490,031 | (35,620) | 499,832 |
| Mandated Services | | | 1,527,950 | 1,590,606 | 62,656 | 1,635,828 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,080,637 or 67.5%, of which \$2,080,637 or 100% is mandated.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time projects and equipment; reductions in contracts; and reduction of Proposition 172 funding. Increases have been partially offset with anticipated revenue from fee increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (16,620) | 10,416 | 0 | 0 | 27,036 | 0 |

FY 2010–11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; reductions in contracts; and reduction of Proposition 172 funding. Increases have been partially offset with anticipated revenue from fee increases.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 19,776 | 74,799 | 0 | 0 | 55,023 | 0 |

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Public Safety Communications (1240B)

Program Locator

County

- Healthy Community
 - Health System-Health Department
 - Health System-San Mateo 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
 - Grand Jury
 - Coroner's Office
- ▷ **Public Safety Communications**
 - Fire Services

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.

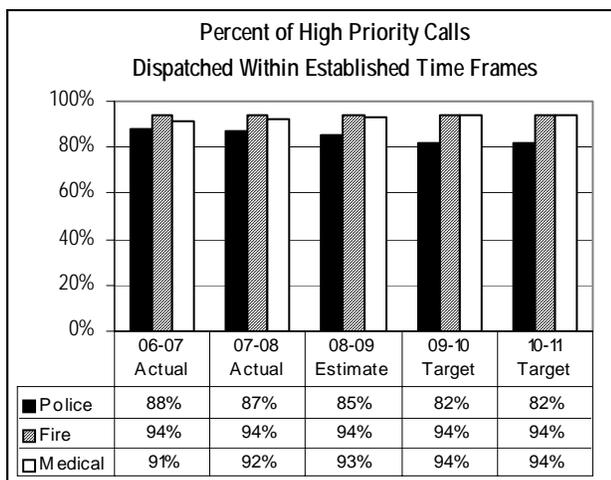
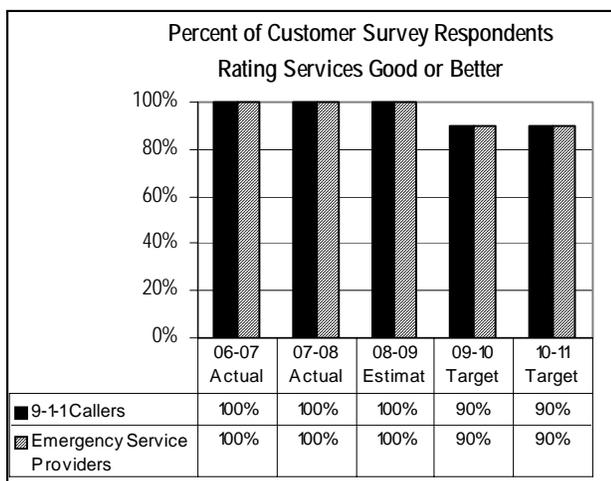
Services and Accomplishments

The Office of Public Safety Communications (PSC), a division of the County Manager's Office, contributes to the Shared Vision of a Healthy Community by 2025 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:

- Achieved re-accreditation for the administration of the Emergency Medical Dispatch protocols as certified by the National Academy of Emergency Dispatch as a "Center of Excellence"
- Successfully renegotiated service contracts with several customer agencies and prepared bid documents for two law enforcement agencies who are considering joining the consolidated services provided by PSC
- Accepted a recruitment and retention report drafted by the Matrix Group, developed a two-year plan to achieve the goals and objectives based on report recommendations and obtained Board of Supervisor's approval for both
- Upgraded the radio system in the Communications Center for all agencies in San Mateo County Fire Service
- Implemented customer-accessed Management Information Reports for Transit Police, the Emergency Medical Services (EMS) Agency, American Medical Response (AMR), the San Mateo County Emergency Pre-Hospital Care Group Joint Powers Authority and Sheriff's Office

Headline Measures



Story Behind Performance

During FY 2007-08, PSC focused efforts on internal development, which will continue over the next two years. The primary mission of PSC is to provide emergency and routine communications / dispatch services to the public and public safety agencies. There is much work performed behind the scenes to maintain high performance, healthy morale and positive outcomes. Planning efforts include continued development in PSC's three divisions: Administration, Operations, and Systems Management. Administration has focused attention towards strategic planning and re-engineering performance measures while working in the challenging areas of recruitment, retention, and customer collaboration. Operations, which include dispatch operations and management, will continue to develop and enhance quality improvement systems; identify and adapt external agency best practices; and enhance infrastructure including academy curricula, policy, procedure and operational directives.

Systems Management will create a new multi-disciplinary users group to determine the feasibility of a Computer-Aided-Dispatch (CAD) replacement while developing processes to address customer demand for customized changes to the CAD.

In FY 2007-08, as part of a study on cell phone use, PSC projected an increase in call volume due to the capability of receiving wireless or cell phone calls based on a consultant study indicating the increase could be as high as 35%. As the number of wireless calls is projected to increase, the trend for the use of wire-line or conventional 911 calls has dropped slightly. Call volume is anticipated to decline in the current fiscal year due to a reduction in the number of informational calls. Also, not all cellular phone providers have cutover to the PSC system.

PSC continues to exceed customer satisfaction performance targets. PSC has historically achieved a 100% customer satisfaction on the Cares Surveys distributed to the public and public safety agencies served. This trend is anticipated to continue in FY 2008-09.

Starting in FY 2009-10, PSC will use a new performance measure that will track the percentage of high priority calls for Police, Fire and Medical services accurately processed and dispatched. The performance target will be 95%. PSC will develop an automated tracking system that allows supervisors to enter discrepancies in dispatching information and prepare reports in order to track this data. This new measure, the percentage of appropriate services dispatched to the right location within established timeframes set by national standards, refines the current dispatch measurement and provides the public with the best information on the performance of PSC.

Major challenges over the next two years will be:

- Identifying and determining the feasibility of relocating to a seismically sound facility to accommodate space and environmental needs of the 911 Dispatch Center, administrative office and associated public safety technology / equipment
- Working closely with customer agencies to implement a work plan that would determine the eventual replacement of or enhancement to the existing CAD
- Funding to carryout recommendations in consultant studies, automate internal department auditing system, and enhance customer service delivery in law enforcement and fire dispatch

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

- Explore feasibility of quality improvement programs for Law, Fire and EMS Communications in an effort to be the first nationally accredited Tri-service Dispatch Center of Excellence in the United States
- Continue to update, educate and train on policy and procedures
- Identify best practices in the industry and consider adoption

- Track and audit employee performance using tracking software accessed by all supervisory and management personnel

Achieve a Service Delivery Customer Satisfaction Rating of 90% or Better

- Re-create the existing customer service survey, methodology, reporting and quality improvement process
- Enhance customer relationships and service
- Create a Retention Committee to develop strategies in developing workforce
- Improve infrastructure and standardization to include performance evaluation delivery, training delivery, facility improvements, technical systems planning, replacement, enhancements, and policy and procedure development

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Total number of calls received ⁽¹⁾ | 609,882 | 671,603 | 538,000 | 665,000 | 680,000 |
| Total number of all calls processed annually by category of: | | | | | |
| - Emergency | 77,691 | 82,342 | 81,500 | 85,000 | 85,000 |
| - Non-Emergency ⁽²⁾ | 532,191 | 562,927 | 442,000 | 565,000 | 565,000 |
| - Wireless (data development) | --- | --- | 14,500 | 15,000 | 30,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating overall services good or better: | | | | | |
| - By 911 callers | 100% | 100% | 100% | 90% | 90% |
| - By emergency service providers | 100% | 100% | 100% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of high priority calls accurately dispatched (data development): | | | | | |
| - Police | --- | --- | --- | 95% | 95% |
| - Fire | --- | --- | --- | 95% | 95% |
| - Medical | --- | --- | --- | 95% | 95% |
| Percent of high priority calls dispatched within established timeframes: | | | | | |
| - Police | 88% | 87% | 85% | 82% | 82% |
| - Fire | 94% | 94% | 94% | 94% | 94% |
| - Medical | 91% | 92% | 93% | 94% | 94% |

(1) The total number of calls have fallen over the last fiscal year due to a significant decrease in non-emergency calls.

(2) Non-emergency calls includes both calls of a nature that do not require an emergency response, as well as informational calls that are not appropriate to the services provided by 911 Dispatch. The number of informational calls have fallen; the use of the Internet as the primary information tool appears to have affected this measure.

Public Safety Communications (1240B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 58.0 | 58.0 | 58.0 | 57.0 | (1.0) | 57.0 |
| Funded FTE | 56.0 | 56.0 | 56.2 | 55.8 | (0.5) | 55.8 |
| Total Requirements | 7,439,376 | 8,507,676 | 8,794,459 | 9,126,426 | 331,967 | 9,473,376 |
| Total Sources | 6,428,516 | 6,922,824 | 6,890,403 | 6,944,965 | 54,562 | 7,076,869 |
| Net County Cost | 1,010,860 | 1,584,852 | 1,904,056 | 2,181,461 | 277,405 | 2,396,507 |
| NCC Breakdown | | | | | | |
| Proposition 172 MOE | | | 77,892 | 77,892 | | 77,892 |
| A-87 Cost Plan | | | 21,047 | 27,803 | 6,756 | 27,803 |
| Mandated Services | | | 1,805,117 | 2,075,766 | 270,649 | 2,290,812 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,181,461 or 24.7%, of which 100% is Mandated Services with no specified maintenance of effort (MOE). The County's budget for all Public Safety services exceeds the Public Safety Sales Tax MOE by \$110.4 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time costs associated with the Motorola console; increase in computer replacement and software maintenance licenses to accommodate new 9-1-1 Wireless System; slight reduction in reimbursement from General Fund departments due to a decline in calls for service; increase in facilities charges and automation costs; and Fund Balance has been set aside in Reserves. Revenue adjustments include a decrease in Proposition 172 and elimination of state funds for Motorola Console, partially offset by an increase in revenue from dispatching service contracts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (101,562) | 395,752 | 9,317 | 13,236 | 519,867 | 0 |

2. Reduction in Workforce and Adjustments to Meet Budget Reduction Target

Public Safety Communications will eliminate one Communication Dispatch Coordinator position due to reduction in workload, which includes a decrease in training academies. There is an increase in revenue for dispatching services and costs associated with the Gang Task Force.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 81,324 | (131,138) | (30,000) | 0 | (242,462) | (1) |

3. Emergency Police Dispatch Protocols

Public Safety Communications will implement a Quality Assurance Program for Law Enforcement Dispatchers and Call-takers to develop a process to provide quality assurance, quality improvement and continuous feedback to staff on service delivery. To accomplish this goal, PSC needs a standardized format for Call-takers to follow. By implementing the Quality Assurance Program, the efficiency and call management process will significantly improve PSC ability to dispatch high priority calls more accurately. The cost to purchase software and licenses will be offset by revenue generated from external customers utilizing dispatch services and reducing operational contract services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 74,800 | 74,800 | 0 | 0 | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 54,562 | 339,414 | (20,683) | 13,236 | 277,405 | (1) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 and annualized negotiated labor costs; increases in retirement and retiree health contributions; elimination of one-time costs for the Quality Assurance Program for Law Enforcement Dispatchers; and increases to software maintenance licenses for Positron and Quality Assurance. Revenue adjustments include an increase in Prop 172 and elimination of revenue for dispatching services and costs associated with the Gang Task Force, partially offset by an increase in revenue from dispatching service contracts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 131,904 | 346,950 | 0 | 0 | 215,046 | 0 |

Public Safety Communications (1240B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 2,584,901 | 2,540,786 | 2,662,439 | 2,440,075 | (222,364) | 2,488,877 |
| Charges for Services | 3,702,805 | 3,743,090 | 3,838,190 | 4,100,199 | 262,009 | 4,183,301 |
| Interfund Revenue | 21,202 | 10,071 | 7,785 | 9,466 | 1,681 | 9,466 |
| Miscellaneous Revenue | 119,608 | 103,946 | 106,000 | 106,000 | | 106,000 |
| Total Revenue | 6,428,516 | 6,397,894 | 6,614,414 | 6,655,740 | 41,326 | 6,787,644 |
| Fund Balance | | 524,930 | 275,989 | 289,225 | 13,236 | 289,225 |
| TOTAL SOURCES | 6,428,516 | 6,922,824 | 6,890,403 | 6,944,965 | 54,562 | 7,076,869 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,787,760 | 7,488,230 | 7,631,440 | 7,923,398 | 291,958 | 8,306,608 |
| Services and Supplies | 394,113 | 485,484 | 550,308 | 572,466 | 22,158 | 536,206 |
| Other Charges | 416,506 | 460,377 | 446,331 | 516,629 | 70,298 | 516,629 |
| Fixed Assets | | 5,233 | 45,000 | | (45,000) | |
| Gross Appropriations | 7,598,379 | 8,439,324 | 8,673,079 | 9,012,493 | 339,414 | 9,359,443 |
| Intrafund Transfers | (159,003) | (155,617) | (154,609) | (175,292) | (20,683) | (175,292) |
| Net Appropriations | 7,439,376 | 8,283,707 | 8,518,470 | 8,837,201 | 318,731 | 9,184,151 |
| Contingencies/Dept Reserves | | 223,969 | 275,989 | 289,225 | 13,236 | 289,225 |
| TOTAL REQUIREMENTS | 7,439,376 | 8,507,676 | 8,794,459 | 9,126,426 | 331,967 | 9,473,376 |
| NET COUNTY COST | 1,010,860 | 1,584,852 | 1,904,056 | 2,181,461 | 277,405 | 2,396,507 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 58.0 | 58.0 | 58.0 | 57.0 | (1.0) | 57.0 |
| Funded FTE | 56.0 | 56.0 | 56.2 | 55.8 | (0.5) | 55.8 |

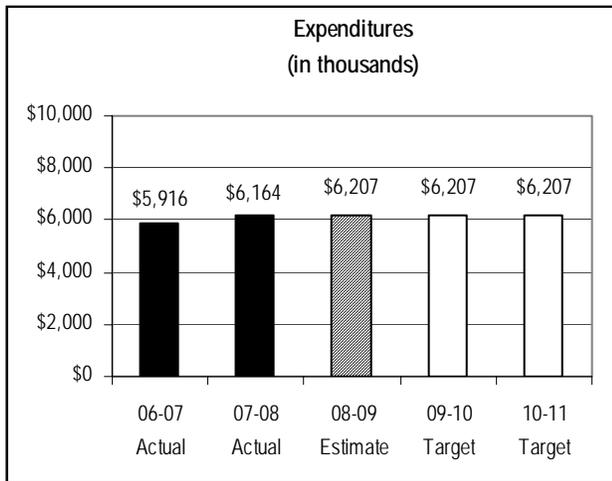
Structural Fire (3550B)

Program Locator

- County
 - Healthy Community
 - Fire Services
 - ▷ **Structural Fire**
 - Fire Protection Services
 - County Service Area #1

Budget Unit Description

The Structural Fire Protection Fund is the source of funding for the Fire Protection Services Program. The main source of revenue for this fund is property taxes on all unincorporated parcels in the County Fire Protection District, which includes all land outside city and other fire district boundaries.



Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, plan checking fees, and miscellaneous state reimbursements.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: an increase in equipment costs and a decrease in unsecured property tax revenue. Reserves are being used to offset the reduction in revenue. To offset increased costs in Fire Protection Services, reserves will be appropriated as a revision to the budget in September 2009.

| | |
|---------------------|-----------|
| Revenue/Sources | (77,011) |
| Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | (387,468) |
| Net County Cost | 310,457 |
| Positions | 0 |

2. San Mateo County Extrication Grant

A one-time grant award from the State of California Office of Traffic Safety and corresponding equipment purchase have been eliminated.

| | |
|---------------------|-----------|
| Revenue/Sources | (310,457) |
| Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 310,457 |
| Positions | 0 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|-----------|
| Revenue/Sources | (387,468) |
| Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | (387,468) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

No change.

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2009-10 and 2010-11 Budget Unit Summary

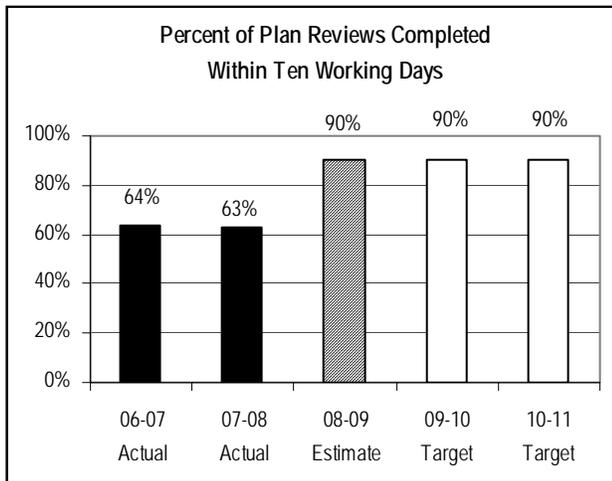
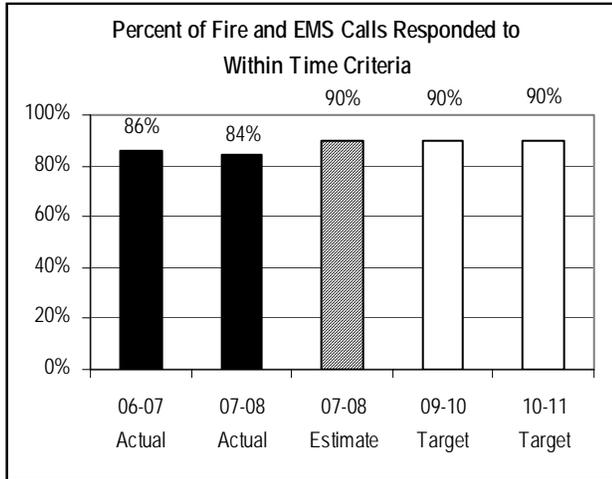
| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 4,460,662 | 4,712,114 | 4,894,217 | 4,760,225 | (133,992) | 4,760,225 |
| Use of Money and Property | 110,322 | 97,256 | 32,000 | 32,000 | | 32,000 |
| Intergovernmental Revenues | 38,368 | 48,382 | 39,748 | 32,504 | (7,244) | 32,504 |
| Charges for Services | 172,467 | 360,884 | 345,000 | 290,000 | (55,000) | 290,000 |
| Interfund Revenue | 940,178 | 915,000 | 915,000 | 915,000 | | 915,000 |
| Miscellaneous Revenue | 194,705 | 77,794 | 359,457 | 49,000 | (310,457) | 49,000 |
| Total Revenue | 5,916,703 | 6,211,430 | 6,585,422 | 6,078,729 | (506,693) | 6,078,729 |
| Fund Balance | 166,507 | 166,507 | 213,175 | 332,400 | 119,225 | 332,400 |
| TOTAL SOURCES | 6,083,210 | 6,377,937 | 6,798,597 | 6,411,129 | (387,468) | 6,411,129 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 5,916,703 | 6,164,763 | 6,207,892 | 6,207,892 | | 6,207,892 |
| Net Appropriations | 5,916,703 | 6,164,763 | 6,207,892 | 6,207,892 | | 6,207,892 |
| Non-General Fund Reserves | 166,507 | 213,175 | 590,705 | 203,237 | (387,468) | 203,237 |
| TOTAL REQUIREMENTS | 6,083,210 | 6,377,938 | 6,798,597 | 6,411,129 | (387,468) | 6,411,129 |

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 of a Healthy Community by 2025 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:

- Procured a \$310,457 Office of Traffic Safety Grant to replace aging rescue equipment
- Became a full member of the San Mateo County Advanced Life Support Joint Powers Authority
- Continued focus on vegetation reduction projects to reduce fire hazards around targeted communities
- Replaced two battalion chief command vehicles with two new ones containing state-of-the-art technology (computers, communications, GIS, information, and mapping)
- Continue to provide over 2,000 hours of training on subjects such as fire control, emergency medical services, and hazardous materials and pump operations training

Story Behind Performance

The County Fire Department responds to fire-related and other incidents within County Fire jurisdiction and other jurisdictions utilizing mutual aid agreements. The 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 2008-09. 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 CAL FIRE, 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 Public Utilities Commission watershed lands. Projects included building and property inspections, control burning, chipping, fuelbreak maintenance, vegetation removal, and community education.

CAL FIRE and County Fire will conduct three vegetation management control burns to 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.

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:

- 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
- Identify funding and replace aging radio equipment in County Fire facilities and vehicles
- 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 work within the County Facility Assessment recommendation by providing a comprehensive review of each facility, detailing and prioritizing repairs that must be completed
- Continue to meet with the Department of Public Works representatives to implement work requests

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of calls responded to: | | | | | |
| - Fire-related incidents | 154 | 185 | 208 | 175 | 175 |
| - Other incidents | 703 | 827 | 1,000 | 730 | 730 |
| Number of plans reviewed and checked | 235 | 364 | 420 | 325 | 325 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services | 86% | 84% | 90% | 90% | 90% |
| Percent of plan reviews completed within 10 working days of submittal of all required documents | 64% | 63% | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of fire related deaths and injuries | 0 | 0 | 0 | 0 | 0 |
| Percent of customer survey respondents rating Fire Protection services good or better | 100% | --- | 90% | 90% | 90% |

Fire Protection Services (3580B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Total Requirements | 5,916,688 | 6,165,336 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |
| Total Sources | 5,916,688 | 6,165,336 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |

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 \$915,000 for FY 2009-10. Fire Protection Services is funded by revenue from the non-General Fund Structural Fire Protection Fund (3550B) and displayed as Interfund Revenue.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; increases in the upcoming three-year fire protection services contract with CAL FIRE due to expected salary and benefits increases, which is fully offset with funding from the Structural Fire Protection Fund. An increase in revenue from the Structural Fire Protection Fund 3550B) will offset the increased cost of the CAL FIRE contract and ancillary costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 206,237 | 206,237 | 0 | 0 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

No change.

Fire Protection Services (3580B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

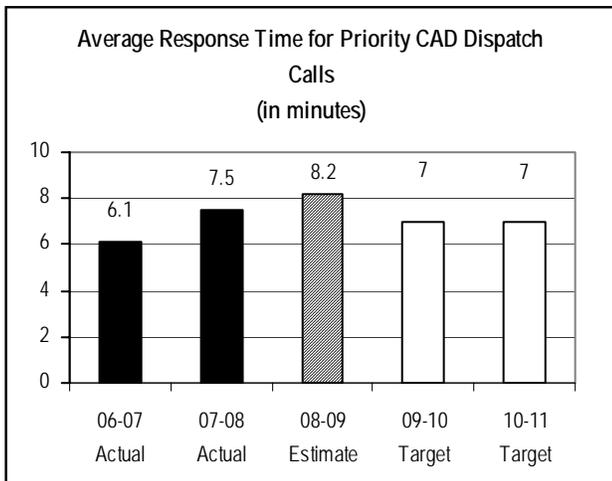
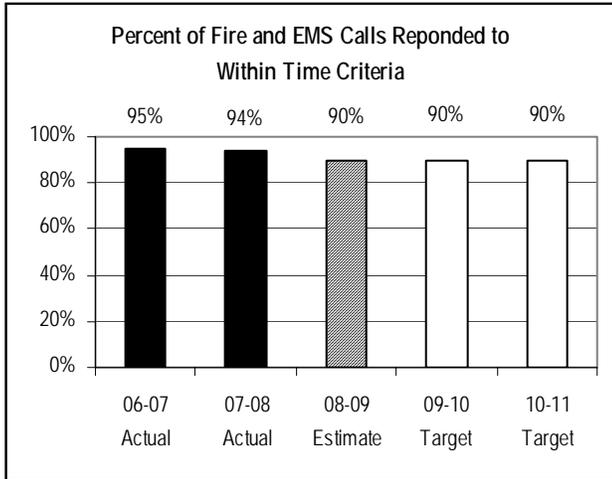
| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Interfund Revenue | 5,916,688 | 6,164,763 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |
| Miscellaneous Revenue | | 573 | | | | |
| TOTAL SOURCES | 5,916,688 | 6,165,336 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,548 | 108 | 1,552 | 155 | (1,397) | 155 |
| Services and Supplies | 5,676,995 | 5,909,447 | 5,706,329 | 6,229,574 | 523,245 | 6,229,574 |
| Other Charges | 187,805 | 198,579 | 189,554 | 184,400 | (5,154) | 184,400 |
| Fixed Assets | 50,340 | 57,202 | 310,457 | | (310,457) | |
| TOTAL REQUIREMENTS | 5,916,688 | 6,165,336 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |

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) contributes to the Shared Vision of a Healthy Community by 2025 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:

- Prior to annual fire season, inspected 100% of the residences in CSA #1 for an accumulation of excessive dead and dying vegetation through County Fire, targeting areas that border open space lands
- Continued to advise residents on such topics as smoke detectors, fire extinguishers, and other home related safety items
- Continued to worked with local residents to stencil curbside addresses on sidewalks, which assists with the quick identification of addresses and helps to reduce response times
- Worked with the Highlands Recreation District, San Mateo Fire Safe Council, and CAL FIRE to remove hazardous vegetation and to establish perimeter clearances around homes based on Public Resource Code guidelines
- Purchased a utility and storage type trailer for the Highlands Emergency Action Team (HEAT)

The following are Sheriff's Office major accomplishments in the current year:

- Successfully closed a gambling ring operation in a residential neighborhood that resulted in a reduction of traffic, parking issues and decrease in reported thefts
- Continued to support ongoing youth programs in the CSA #1 area through the Sheriff's Activities League, including sponsoring after-school sports and dance programs at the Highlands Recreation Center and the annual youth vs. deputy basketball tournament, and participation in the annual CSA #1 July 4th parade, carnival and fireworks display
- Continued to participate in homeowner association meetings and provide weekly updates for a regular column in the Highlands Newsletter

- Continued to assist school crossing guards and attend regular meetings with school officials
- Provided Automatic External Defibrillation in area-assigned patrol vehicles

Story Behind Performance

Emergency response workload is measured by the number of calls for assistance and or by the time that is required for emergency crews to respond to the scene of an emergency. The emergency crews then provide aid or mitigate an incident that has affected a County citizen or visitor. The County Board of Supervisors has set time-based response standards of care based on the urban, rural, or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with these countywide standards, and a target of at least 90% has been set as an achievable goal.

There has been a slight increase in Sheriff's response times in CSA#1. The increase appears to be related to the affects of countywide patrol staffing, as well as lower first quarter FY 2008-09 Friday night staffing levels. The Department continues to monitor response times and will address them over the remainder of the fiscal year.

Significant crime-related incidents in the Highlands area patrolled by the Sheriff's Office have remained fairly stable for the last three years, while countywide, major crime activities have increased since FY 2003-04. The strong presence of the Sheriff's patrol service in CSA#1 actively discourages criminal activity.

Major challenges over the next two years will be:

- To continue to explore a funding source for repair and renovation of the Belmont Fire Station
- To continue to maintain an efficient level of service for the community while carefully monitoring expenditures for Fire personnel and operating costs
- To continue 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

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 ensure that Deputies on patrol in the Highlands allow Patrol Deputies on other beats to respond first to non-emergency calls for assistance or low-priority dispatched calls, thus reducing driving time to CSA calls

Respond to Law Enforcement Service Priorities Identified by Service Area Residents and Leaders in Community Forums

- Participate in the Youth Service Center Campus Project Committee to help ensure adequate security services will be provided, and to plan and 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
- Provide motorcycle patrol services in the Service Area to facilitate traffic control and enforcement at critical times and locations
- Expand budgetary performance reporting, in order to separate out and report law enforcement and traffic workload data

Achieve an Overall Customer Satisfaction Rating of at least 90% for Police Services

- Continue to provide fire department education and outreach programs at community events
- 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 4th parade, fireworks and celebration
- Continue to submit a weekly informational column in the community newsletter
- Hold annual community meetings with CSA residents and key homeowners association representatives to identify concerns and help assign priorities for law enforcement and fire protection services
- Assist residents in the development and expansion of Community Emergency Response Teams (CERT's), utilizing the resources of the County Office of Emergency Services

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of calls responded to by County Fire: | | | | | |
| - Fire-related incidents | 39 | 55 | 36 | 50 | 50 |
| - Other incidents | 208 | 242 | 218 | 200 | 200 |
| Number of dispatched and self-initiated crime-related calls, incidents, and investigations by Sheriff's Office | 1,865 | 1,503 | 1,575 | 1,165 | 1,165 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services | 95% | 94% | 90% | 90% | 90% |
| Average Response time for Sheriff's priority CAD dispatch calls (in minutes) | 6:10 | 7:50 | 8:24 | 7:00 | 7:00 |
| Number of community meetings held with CSA #1 residents to establish service priorities | 5 | 6 | 8 | 8 | 8 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Annual number of DOJ or CAD-reported significant crimes: ⁽¹⁾ | | | | | |
| - CSA #1 (CAD-reported) | 87 | 71 | 90 | 90 | 90 |
| - San Mateo County (DOJ statistics) | 20,136 | 17,818 | 18,000 | 18,000 | 18,000 |
| Percent of customer survey respondents rating Fire Protection services good or better | 0% | 0% | 0% | 90% | 90% |
| Percent of customer survey respondents rating Sheriff's services as good or better | 92% | 96% | 90% | 90% | 90% |

⁽¹⁾ 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 SMCOC crimes reflects actual crimes as reported to the state Department of Justice (DOJ) by law enforcement agencies. The figure for CSA #1 crimes reflects only initial reported crimes by category as called in to County 9-1-1 by citizens, prior to review and preparation of a crime report by a Sheriff's Deputy. This categorization may not reflect the final type of crime ultimately reported by the Sheriff's Office to state DOJ for a given incident.

County Service Area #1 (3560B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|--------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Total Requirements | 2,813,349 | 3,002,625 | 3,252,170 | 3,277,024 | 24,854 | 3,277,024 |
| Total Sources | 2,813,349 | 3,002,625 | 3,252,170 | 3,277,024 | 24,854 | 3,277,024 |

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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 slight decrease in property tax revenue based on projections. Increased Fund Balance has been set aside in Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 24,854 | 108,643 | 0 | (83,789) | 0 | 0 |

FY 2010-11 Program Funding Adjustments

No change.

County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 1,809,729 | 1,929,646 | 2,011,935 | 2,000,570 | (11,365) | 2,000,570 |
| Use of Money and Property | 53,105 | 57,576 | 35,000 | 35,000 | | 35,000 |
| Intergovernmental Revenues | 13,990 | 13,646 | 14,000 | 12,618 | (1,382) | 12,618 |
| Charges for Services | 92,183 | 92,183 | 93,000 | 93,000 | | 93,000 |
| Total Revenue | 1,969,006 | 2,093,050 | 2,153,935 | 2,141,188 | (12,747) | 2,141,188 |
| Fund Balance | 844,343 | 909,574 | 1,098,235 | 1,135,836 | 37,601 | 1,135,836 |
| TOTAL SOURCES | 2,813,349 | 3,002,625 | 3,252,170 | 3,277,024 | 24,854 | 3,277,024 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 1,903,721 | 1,864,681 | 2,041,189 | 2,178,341 | 137,152 | 2,178,341 |
| Other Charges | 53 | 68 | 199 | 190 | (9) | 190 |
| Fixed Assets | | 39,641 | 28,500 | | (28,500) | |
| Net Appropriations | 1,903,774 | 1,904,390 | 2,069,888 | 2,178,531 | 108,643 | 2,178,531 |
| Non-General Fund Reserves | 909,575 | 1,098,235 | 1,182,282 | 1,098,493 | (83,789) | 1,098,493 |
| TOTAL REQUIREMENTS | 2,813,349 | 3,002,625 | 3,252,170 | 3,277,024 | 24,854 | 3,277,024 |



Prosperous Community

FY 2009-10 and FY 2010-11
Recommended Budget



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.

Shared Vision 2025

Healthy Community

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

Prosperous Community

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

Livable Community

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

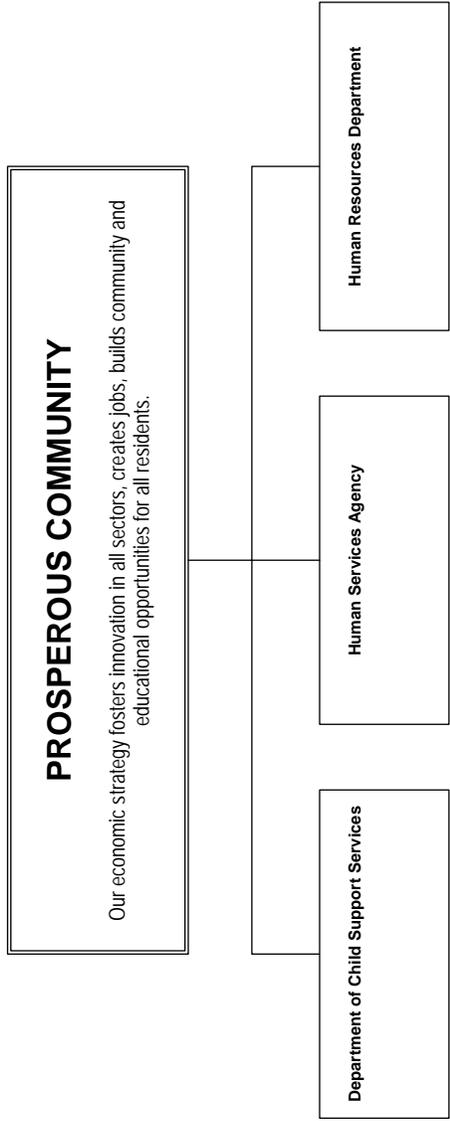
Environmentally Conscious Community

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

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.

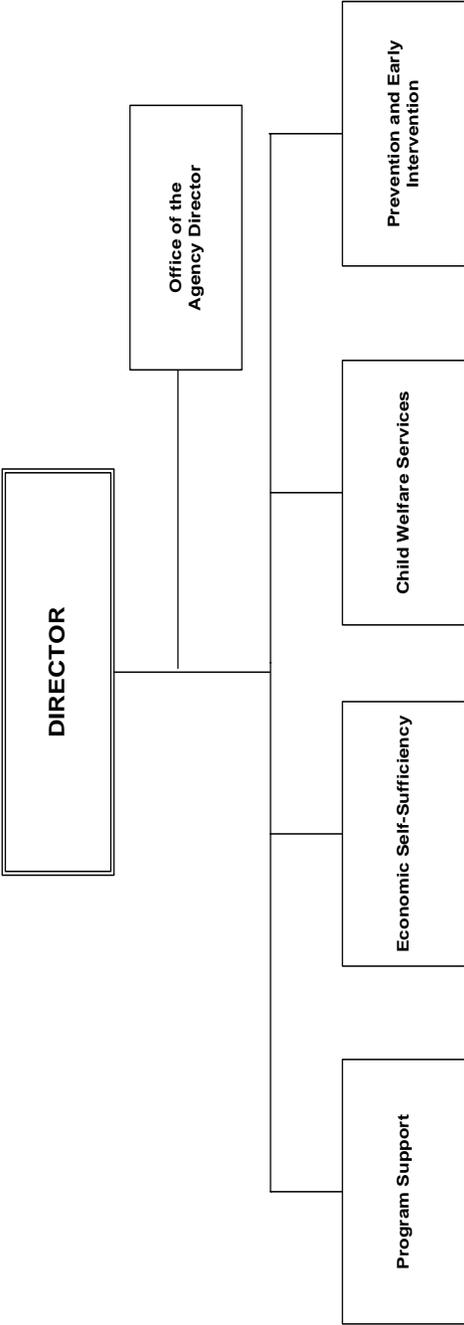
From the beginning with Shared Vision 2010 now ten years ago, the San Mateo County Board of Supervisors has regarded "visioning" not as a project, but rather a dynamic process. Shared Vision has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.



Prosperous Community
 FY 2009-10 and 2010-11 All Funds Summary

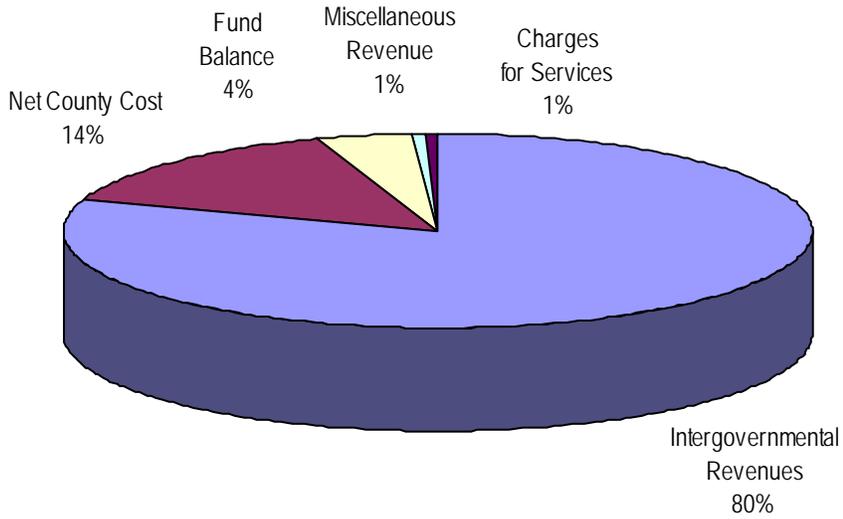
| Total Requirements | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|--------------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| General Fund Budgets | | | | | | |
| Human Services Agency | 159,856,182 | 168,465,531 | 203,965,207 | 198,272,365 | (5,692,842) | 203,087,109 |
| Department of Child Support Services | 10,998,958 | 11,026,033 | 11,396,949 | 11,666,466 | 269,517 | 12,111,534 |
| Human Resources Department | 7,596,486 | 8,212,741 | 8,806,631 | 9,407,972 | 601,341 | 9,623,524 |
| Total General Fund | 178,451,626 | 187,704,305 | 224,168,787 | 219,346,803 | (4,821,984) | 224,822,167 |
| Total Requirements | 178,451,626 | 187,704,305 | 224,168,787 | 219,346,803 | (4,821,984) | 224,822,167 |
| Total Sources | 157,218,305 | 162,685,677 | 193,624,672 | 187,236,386 | (6,388,286) | 191,290,403 |
| Net County Cost | 21,233,321 | 25,018,628 | 30,544,115 | 32,110,417 | 1,566,302 | 33,531,764 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 987.0 | 1,007.0 | 1,013.0 | 991.0 | (22.0) | 991.0 |
| Funded FTE | 962.2 | 995.5 | 1,006.7 | 982.4 | (24.3) | 982.4 |

HUMAN SERVICES AGENCY

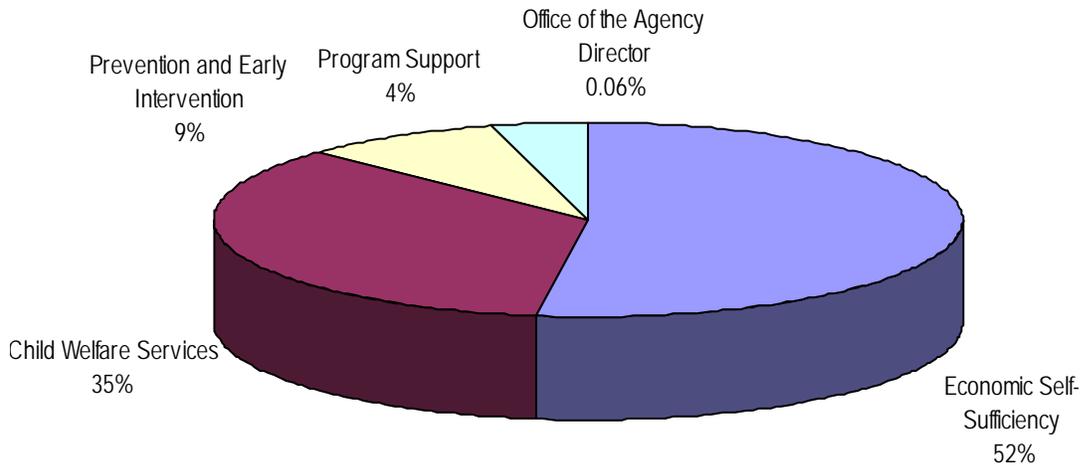


Human Services Agency

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



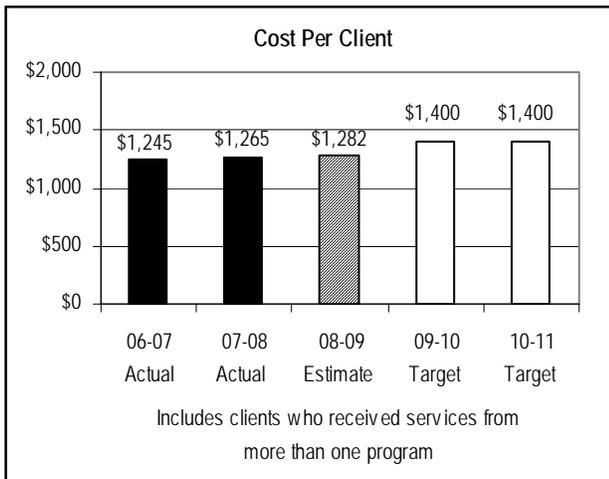
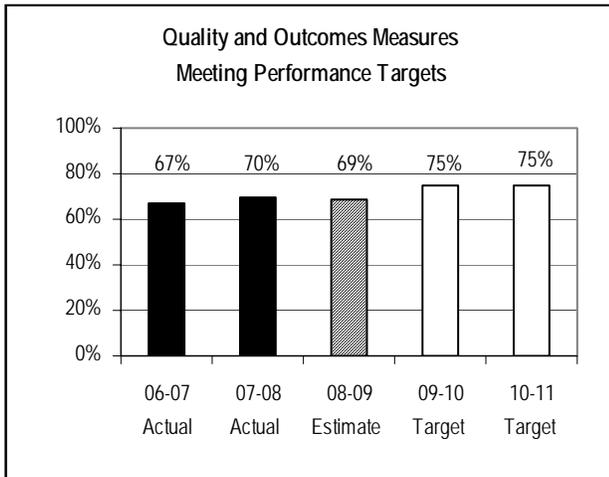
Agency Locator

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 2000–2008)

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 over 100,000 clients since FY 2003-04 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. HSA opened an airport re-employment service center during the economic downturn of 2002, serving 5,000 dislocated workers up to its closure in 2004. This rapid response team approach continues 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.
- **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.
- **Federal Earned Income Tax Credit**
HSA partnered with the non-profit Coastside Opportunity Center in delivering the Earned Income Tax Credit (EITC) initiative to serve 4,747 people cumulative from 2001-2008. From 2004 through 2008, 1,385 clients qualified for a tax credit and \$1.6 million in total refunds have been received averaging \$1,172 per client.

- **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 2006-07, benefits for more than 54,000 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 2007-08, HSA served a total of 417 consumers and placed 142 in jobs through Mental Health and HSA cooperatives.

- **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 address safety needs and concerns of day workers and neighborhood constituents. For the period from July 1, 2007 through December 31, 2008 there were 475 workers registered, 267 obtained jobs, and 158 employers registered in spite of the economic downturn.

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

- **Childrens Health**

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 approximately 40,250 as of June 30, 2007 and 42,191 as of June 30, 2008.

- **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. The HSA and its partners are making substantial progress to enroll more people who are eligible for the benefits.

- **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. Service delivery has been streamlined to provide immediate response to client inquiries and requests.

- **Childcare Payment Assistance**

Subsidized childcare provides financial assistance to eligible families to cover part or all of their childcare costs. During FY 2007-08, 2,765 children received childcare payment assistance through the Human Services Agency. In addition, San Mateo County is part of a childcare subsidy pilot project, SB 1304, that responds to childcare demands in high cost of living areas. The pilot enables the county to increase the statewide income eligibility exit limit, create an extended family fee schedule, and increase the reimbursement rate. Since its implementation, the child days of enrollment have increased 10%, resulting in 43 more low-income children receiving full-time care in FY 2007-08 compared to FY 2006-07.

- **Pre-School for All**

HSA invested \$1.75 million in matching funds over three years in the Pre-School for All program. This initiative has received \$10 million in funding for its first three years from the county, state, and private foundations. In FY 2006-07, 772 children were served, and 130 new and 642 upgraded slots were provided to children. Funding for the Pre-School for All initiative expired in FY 2007-08.

- **Family Resource Centers**

Family Resource Centers (FRC) continue to operate 14 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.

- **Veterans Services**

During FY 2007-08, expanded and relocated the County Veterans Services office to make it more accessible to the veteran population, and created a Veterans Services Assistant position to conduct outreach and provide additional services to veterans.

- **Child Welfare Systems (CWS) Improvement**

Staff performed the triennial cycle schedule of Peer Quality Case Reviews (PQCR), County Self Assessment, and Systems Improvement Plan (SIP) updates as required. CWS continues to implement multiple strategies designed to improve the service delivery system for children and families, with ongoing benchmarking of performance against state and federal standards.

- **Out of Home Care Assessments**

During FY 2007-08, conducted approximately 120 assessments, placing 48% 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. Continued to implement the Partners for Safe and Healthy Children (PSHC) program, working in tandem with the Health System. PSHC provides assessment, treatment, and intervention services to children ages 0 to 5 and their parents

who have open or voluntary child welfare cases, in order to improve the health and well-being of the county's youngest children at risk of child abuse and neglect.

- **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, 4,500 families have been referred for DR services. During FY 2007-08, in collaboration with community partners, continued to deliver DR services countywide, resulting in prevention/early intervention and case management services being offered that year to over 2,600 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 role of the Foster Parent Liaison being expanded, 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)**

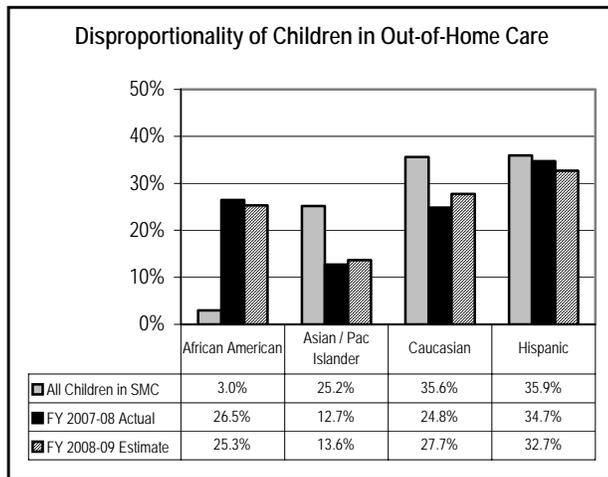
HSA continued coordinating the collaborative implementation of the County's Ten Year Plan to End Homelessness entitled *Housing Our People Effectively* (HOPE). HSA created the Inter-agency Council and a Lead Persons Collaborative to implement the 10 key action steps. HSA convened the first annual HOPE awards breakfast, recognizing agencies who have contributed to HOPE goals and individuals who have overcome homelessness. 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.

- **Crime Reduction through Youth Employment Strategies**

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 calendar years, 2002-2007, San Mateo Jobs for Youth served 7,618 and placed 2,539 youth ages 14 to 21 in jobs/internships in the county. Program services 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.



Major Accomplishments in FY 2008-09

HEALTHY COMMUNITY

- 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 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, which included a presentation by Richard Klarberg, the CEO of the Council on Accreditation and David Boesch, the County Manager.
- HSA continued to partner with the Health System, San Mateo Medical Center, SMMC, and the Health Plan of San Mateo to increase Medi-Cal enrollments. As of November 2008, there are 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 the SMMC Community Health Advocates and the HSA Benefits Analyst 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.

PROSPEROUS COMMUNITY

- In September, HSA convened the first session of the green collar summit series. The summit is one of the first steps in achieving the county's goal of creating career paths into green collar jobs for residents. The summit brought together HSA staff and green industry experts throughout the Bay Area. Staff left the summit with a greater understanding of potential green collar career pathways and how we begin to make our clients aware of those opportunities.
- HSA provided employment services such as job preparation workshops, job postings, and follow up services to an estimated 3,100 youth during FY 2008-09 in the Jobs for Youth program. HSA expanded summer employment opportunities by funding 10 stipends with the Summer Employment Program in East Palo Alto. HSA created business partnerships to provide jobs and internship opportunities for youth to achieve self-sufficiency through employment. From 2005 through 2008, 21 Jobs for Youth summer interns were hired to fill permanent positions in several departments in San Mateo County.

COLLABORATIVE COMMUNITY

- HSA implemented year one of the new five-year Agency strategic plan, *Inspiring Individuals. Empowering Communities. 2008-2013*. HSA reported progress and received input from the Agency's strategic plan community advisory group. The plan aligns Agency long-term priorities and outcomes to the County Shared Vision 2025.
- HSA increased public awareness of the Agency's programs with the wide use of local broadcast and cable television. Two feature episodes were aired on SMCTV, a county talk show airing on PenTV-Peninsula Cable TV, to highlight Adoptions Month and Safety Net Services and HSA participated on EPA Today. A 15-minute Food Stamp segment was aired on a Korean-language cable news channel, KEMS and three segments were aired on local broadcast news, ABC and NBC, covering the Workforce Investment Act, the Heart Gallery at Serramonte Center, and an adoptive family's first Christmas together.

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 2011. Issues on the horizon include being prepared to respond to needs of returning veterans; re-entry of formerly

incarcerated residents; creating jobs in green, clean, and emerging industries; and taking care of each other as a community. It is also important to anticipate and be ready for changes in federal and state policy likely to influence the parameters in which individuals, children, and families are eligible for and receive services leading to safety, self-sufficiency, and well-being.

- **Serving the Community in a Time of Economic Crisis**—HSA is challenged to serve the community in creative, stable ways in the midst of a growing economic crisis and revenue shortfalls to fund public social services. Examples of issues to be addressed include: intervening appropriately to offset or prevent spiraling cognate effects of the economic crisis such as risks of increases in domestic violence, homelessness, joblessness, and child abuse; being visible, responsive, and accessible throughout the county; assuring responsive, accessible safety net services such as 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 New Service Models**—HSA is challenged to respond to increasing demand for programs and benefits, with many people asking for help for the first time. Examples of issues to be addressed include: creating new, cost-effective models of delivering integrated human services including new models of volunteering; 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.
- **Creating 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. 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 to Meet 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. 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 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. Outcomes for CalWORKs, MediCal, 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 CalWORKs Welfare to Work client participation in employment-related activities by leveraging economic stimulus projects coming into the county
- 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 competent service delivery for clients in public assistance programs

Goals:

- Promote greater economic self-sufficiency among residents
- Increase Food Stamp participation with continued community collaboration and outreach
- Engage CalWORKs clients in employment and employment-related activities to achieve a successful work participation rate
- 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 CalWORKs work participation rate to 25% for all families
- Increase the number of Medi-Cal participants by 3%
- Increase the number of Food Stamp participants by 20%

- 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
- Leverage state and federal resources including grants to meet employment and training needs of unemployed residents and job seekers
- Engage a higher percentage of CalWORKs participants in countable work-related activities, utilizing data to develop tailored goals for targeted WTW populations
- Reduce the percentage of CalWORKs families who are sanctioned
- Continue to partner with the Health System, San Mateo Medical Center (SMMC), 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
- 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 2009-10 Budget Impact:

Continuing redirection of current resources and the ability to identify and leverage additional funding and resources that will enable the implementation of the self-sufficiency initiatives.

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

Goals:

- Children are, first and foremost, protected from abuse and neglect
- Children have permanence and stability in their living situations
- Family relationships and connections to children are valued and will be preserved whenever possible
- Community partnerships are valuable and necessary to address the needs of children and families
- Child Welfare Services (CWS) staffing and services will reflect county demographics related to race, culture, and language to ensure fairness and equity for all

Objectives:

- Strengthen the Independent Living Program by developing additional housing resources and support services
- Provide the necessary supports to relative and non-relative guardian caregivers in order to stabilize placements
- Decrease the overrepresentation of children of color in out-of-home care
- Conduct targeted foster parent recruitment in high need communities
- Move children to permanency as early as possible and decrease the number of placement moves
- Transition to using a new evidence-based child abuse risk assessment tool for child abuse assessments
- Ensure services are available in the clients' language, culture, and geographic area
- Ensure child welfare staff have the resources needed to provide culturally and linguistically competent case management

Major Milestones:

- Strengthen relationships between community based organizations and child welfare to develop kinship support services
- Use data and research to identify evidence-informed practices and develop training and other strategies for reducing disproportionality in child welfare
- Continue to conduct Team Decision Making (TDM) meetings on all potential change of placements and begin conducting TDMs at case closure to improve placement stability and prevent re-entry
- Partner with SMMC to develop and implement a comprehensive expert medical assessment of children who have been physically and sexually abused
- Develop and implement a curriculum for child welfare staff around culturally competent practice

- Maintain compliance with Council on Accreditation best practice standards

Partners:

- Board of Supervisors
- County Manager's Office
- California Department of Social Services
- Other HSA programs
- Law enforcement agencies
- Other county departments
- Community based organizations
- School districts
- Golden Gate Regional Center
- Foundations
- Casey Foundation California Disproportionality Project

FY 2009-10 Budget Impact:

Continuing redirection of current resources and the ability to identify and leverage additional funding and resources through the usage of General Fund revenues that will allow for successful implementation.

3. Partnering to Support Community Well-Being

Alignment to Shared Vision:

- Healthy Community

Major Issues to be Addressed:

- Using prevention and early intervention activities to promote self-sufficiency and the overall health and well-being of individuals, youth, families, and communities
- Providing quality and accessible integrated services for families
- Using data and client information effectively
- Sustaining funding of prevention and early intervention services
- Maintaining collaborative relationships with an increasing array of community partners
- Responding to and prioritizing contract providers and community requests for additional funding regarding the increased demands for shelter and safety net services
- Preparing for the increased need for veterans services

Goals:

- Support, through the array of safety net providers, the increasing demand for services
- Develop and utilize data and client information effectively
- Be adequately staffed to meet service needs of the veterans population

Objectives:

- Partner with the countywide economic urgency response initiative to maximize and leverage resources and collaboration in meeting needs for safety net services

- Publish a bi-annual Community Safety Net report card including the Core Service Agencies and shelter providers to monitor performance outcomes
- Use results of the 2009 Homeless Census report to prioritize and tailor strategies and services for meeting the needs of the homeless population
- Evaluate current models of delivering prevention and early intervention services in the Family Resource Centers
- Provide veterans and their families with appropriate services and referrals

Major Milestones:

- Publish the bi-annual Community Safety Net report card
- 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
- Partner with the East Palo Alto community to implement a warming shelter for homeless and un-housed adults
- 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 Childrens' Fund, and other related activities aimed at supporting community well-being for children and families
- Develop and maintain strong working relationships with providers that serve veterans such as the VA Hospital, the Veterans Office in Redwood City, community colleges, and other partners to facilitate countywide access to services for veterans

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 2009-10 Budget Impact:

Efforts will be initiated to better leverage existing community resources with the current level of need outpacing available

funding. Implementation will require redirection of staff and resources.

Other Significant Objectives by Program

The Human Services Agency includes the following programs:

- Office of the Agency Director
- Program Support
- Economic Self-Sufficiency
- Child Welfare Services
- Prevention and Early Intervention

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

Office of the Agency Director

- Ensure that the use of federal, state, and local funds are in compliance with regulations
- Effectively inform the public of the HSA's mission, programs, and services

Program Support

- Promote career growth opportunities and development of customer service skills at all levels of the organization to ensure continuity and success of operations and service to the community

Economic Self-Sufficiency

- Create partnerships with employers in emerging industries including green and clean energy

Child Welfare Services

- Increase the percentage of children who experience two or fewer placements while in foster care for at least 24 months

Prevention and Early Intervention

- Provide child care payment assistance to 2,685 children

Human Services Agency (7000B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 131,592,593 | 132,879,551 | 161,970,930 | 159,321,919 | (2,649,011) | 163,833,493 |
| Charges for Services | 1,275,950 | 1,073,317 | 1,533,000 | 1,105,000 | (428,000) | 1,105,000 |
| Interfund Revenue | 30,039 | 31,731 | | | | |
| Miscellaneous Revenue | 2,583,537 | 2,206,751 | 1,468,140 | 1,353,136 | (115,004) | 1,353,136 |
| Total Revenue | 135,482,119 | 136,191,349 | 164,972,070 | 161,780,055 | (3,192,015) | 166,291,629 |
| Fund Balance | 6,594,706 | 10,965,913 | 12,083,584 | 8,064,173 | (4,019,411) | 7,185,493 |
| TOTAL SOURCES | 142,076,825 | 147,157,262 | 177,055,654 | 169,844,228 | (7,211,426) | 173,477,122 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 74,127,494 | 78,825,254 | 91,917,047 | 92,274,952 | 357,905 | 97,487,392 |
| Services and Supplies | 41,059,627 | 43,922,155 | 56,898,594 | 53,944,682 | (2,953,912) | 54,422,857 |
| Other Charges | 59,815,380 | 60,124,158 | 72,835,298 | 73,466,715 | 631,417 | 73,466,715 |
| Fixed Assets | 362,466 | 611,880 | 492,000 | 478,000 | (14,000) | |
| Other Financing Uses | 1,311,738 | 318,406 | 333,865 | 334,475 | 610 | 334,475 |
| Gross Appropriations | 176,676,704 | 183,801,853 | 222,476,804 | 220,498,824 | (1,977,980) | 225,711,439 |
| Intrafund Transfers | (21,447,842) | (23,626,224) | (28,706,526) | (29,411,952) | (705,426) | (29,809,823) |
| Net Appropriations | 155,228,862 | 160,175,629 | 193,770,278 | 191,086,872 | (2,683,406) | 195,901,616 |
| Contingencies/Dept Reserves | 4,627,320 | 8,289,902 | 10,194,929 | 7,185,493 | (3,009,436) | 7,185,493 |
| TOTAL REQUIREMENTS | 159,856,182 | 168,465,531 | 203,965,207 | 198,272,365 | (5,692,842) | 203,087,109 |
| NET COUNTY COST | 17,779,357 | 21,308,269 | 26,909,553 | 28,428,137 | 1,518,584 | 29,609,987 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 820.0 | 852.0 | 856.0 | 840.0 | (16.0) | 840.0 |
| Funded FTE | 805.0 | 845.7 | 853.0 | 835.3 | (17.7) | 835.3 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$7,211,426 or 4.1% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$2,649,011 in this funding source. These include reductions of: \$1,482,344 in Prevention and Early Intervention funding; \$640,782 in Child Welfare Services (CWS); \$627,322 in Realignment; \$584,461 in Adoptions; \$548,988 in CalWORKs administration; \$189,081 in Workforce Investment Administration (WIA); \$121,474 in Department of Rehabilitation (DOR) revenues; \$29,108 in Foster Care; and \$16,666 in a federal transportation grant. These reductions are offset by increases of: \$1,304,465 in Aid Payments; \$167,418 in Staff Development costs; and \$116,725 in Food Stamp Employment and Training (FSET) and Interim Aid Payments.

Charges for Services

There is a decrease of \$428,000 in this funding source due to a decrease in Work Center charges for services because of the downturn in the economy.

Miscellaneous Revenue

There is a decrease of \$115,004 in this funding source due to reductions of \$52,962 in Family Resource Center (FRC) staff reimbursements, \$50,000 in Jobs for Youth donations and contributions, and \$12,042 in Foster Family Agency revenues due to the economic downturn and changes in claiming.

Fund Balance

There is a decrease of \$4,019,411 in this funding source due to completion of projects and removal of one-time expenditures from FY 2008-09 of: \$500,000 for the Emancipating Foster Youth housing projects; \$495,318 for one-time costs for the new Receiving Home at the Youth Services Center; \$100,000 for upgrade to the Homeless and Safety Net data systems; \$65,837 for outreach campaign to educate and inform the community about the agency services and \$993,489 based on a joint resolution between Behavioral Health and Recovery Services and HSA regarding reimbursement for services rendered for CalWORKs clients. The remaining \$1,864,767 has been utilized to restore revenue shortfalls in Vocational Rehabilitation Services, Child Welfare Realignment, and Eligibility Determination.

TOTAL REQUIREMENTS

Total Requirements decreased by \$5,692,842 or 2.8% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$357,905 in this expenditure category due to an increase of \$2,266,460 in annualized labor increases; inclusion of merit increases; and annualization of mid-year position changes. Increases are partially offset with the reduction of \$1,908,555 for the elimination of sixteen positions, nine of which were transferred to the County Information Services Department.

Services and Supplies

There is a net decrease of \$2,953,912 in this expenditure category. Costs increased for the following: \$840,708 in annualized labor and operational costs transferred from Program Support to other HSA Departments; \$375,050 in tenant improvement costs; \$309,600 in computers and software costs; \$25,000 for a new Core Service Agency, Puente de la Costa Sur; and \$400,000 in Homework Center contracts and \$36,000 for the Math and Science Project, which were transferred in from the Memberships and Contributions budget. Increases are more than offset by the following: reductions of \$1,355,628 in contract services; reductions of \$500,000 in a one-time Youth Shelter Housing Project; elimination of \$412,000 for one-time Receiving Home furnishings; discontinuance of an agreement of \$540,761 with the Department of Housing; elimination of \$500,000 for one-time Family Resource Center automation costs; elimination of \$479,080 in miscellaneous operating costs; reduction of \$342,550 in contracted data support; reduction of \$275,762 in Vocational Rehabilitation Center direct labor and food service costs; reduction of \$195,349 in General Assistance costs; elimination of \$150,000 in Child Welfare Services program costs; and discontinuance of \$189,140 in Behavioral Health Services agreements.

Other Charges

There is a net increase of \$631,417 in this expenditure category due to increases of \$446,185 in service charges; \$600,450 in ISD costs; \$196,730 in General Assistance payments; \$112,000 in lease costs for a new Children's Receiving Home and other county owned facilities; \$58,000 in client transportation and other costs; and \$31,784 in motor pool costs. These increases are offset by reductions of \$470,414 in Foster Care costs; \$260,000 Child Welfare Services program costs; and \$83,318 in one-time technology costs for the Receiving Home.

Fixed Assets

There is a decrease of \$14,000 in this expenditure category due to elimination of one-time scanner equipment purchased in FY 2008-09.

Other Financing Uses

There is an increase of \$610 in this expenditure category due to higher debt service payments at the Middlefield Road location in Redwood City.

Intrafund Transfers

There is a net increase of \$705,426 in this expenditure category due to increases of \$1,215,598 in Prevention and Early Intervention overhead charges from claiming changes; \$149,100 in annualized labor increases; and \$137,015 in Vocational Rehabilitation Services. These increases are offset by reductions of \$545,802 in Shelter agreements primarily with the Department of Housing; \$220,000 in Collaborative contributions; and \$30,485 in Foster Family Agency and Jobs for Youth agreements.

Contingencies/Departmental Reserves

There is a decrease of \$3,009,436 in this expenditure category. In FY 2008-09 Reserves were used to restore programs based on revenue shortfalls and to meet budget targets. The balance in Reserves represents 3.8% of net appropriations, which exceeds the 2% Reserves policy by \$3,363,756. Reserves above the 2% will be set aside for the following purposes: a new Core Service Agency, Puente de la Costa Sur, for \$25,000 to support residents of Pescadero, La Honda, Loma Mar and San Gregorio; \$485,920 for Vocational Rehabilitation Services to fund the structural deficit due to the economic downturn; and \$367,760 to offset a state reimbursement revenue shortfall in Eligibility Determination. The remaining amount is being held to help reduce the significant impacts of the county and state budget reductions.

NET COUNTY COST

There is a net increase of \$1,518,584 or 5.6% in this Agency's General Fund allocation, primarily reflecting increases of: \$1,614,052 for retiree health increases; \$39,197 for the unfunded portion of service charges; \$400,000 for the Homework Centers contracts; and \$36,000 for the Math and Science Project that are being transferred from the Memberships and Contributions budget; offset through a target reduction of \$570,665.

FY 2010-11 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$3,632,894 or 2.1% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$4,511,574 in this funding source reflecting partial reimbursement of higher operational costs.

Fund Balance

There is a decrease of \$878,680 in this funding source due to elimination of one-time Fund Balance used for the following expenditures: \$367,760 in one time off-set of reimbursement revenue shortfall in Medi-Cal due to a state decision to remove Cost of Doing Business (CODB) increases for social services programs; \$485,920 used for Vocational Rehabilitation Services (VRS) to fund a structural deficit due to the economic downturn; and \$25,000 for start up costs for a new Core Service Agency to serve residents of Pescadero, La Honda, Loma Mar and San Gregorio.

TOTAL REQUIREMENTS

Total Requirements increased by \$4,814,744 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 \$5,212,440 in this expenditure category reflecting operational costs including merit; health benefits; and retirement increases.

Services and Supplies

There is an increase of \$478,175 in this expenditure category due to \$503,175 in internal charging of operational cost in agency administration off-set by elimination of prior year one-time start up costs of \$25,000 for a new Core Service Agency.

Fixed Assets

There is a decrease of \$478,000 in this expenditure category due to elimination of prior year one-time automation related costs.

Intrafund Transfers

There is an increase of \$397,871 reflecting labor costs for Program Support, Office of the Agency Director and Prevention and Early Intervention costs that have been transferred to other programs within the Agency.

Contingencies/Departmental Reserves

The balance in Reserves represents 3.7% of net appropriations, which exceeds the 2% Reserves policy by \$3,267,461.

NET COUNTY COST

There is an increase of \$1,181,850 or 4.2% in this Agency's General Fund allocation due to merit increases, healthcare costs, and retiree health cost increases. These costs will be offset by increased state and federal reimbursements.

Office of the Agency Director (7100B)

Program Locator

County

Prosperous Community

Human Services Agency

▷ **Office of the Agency Director**

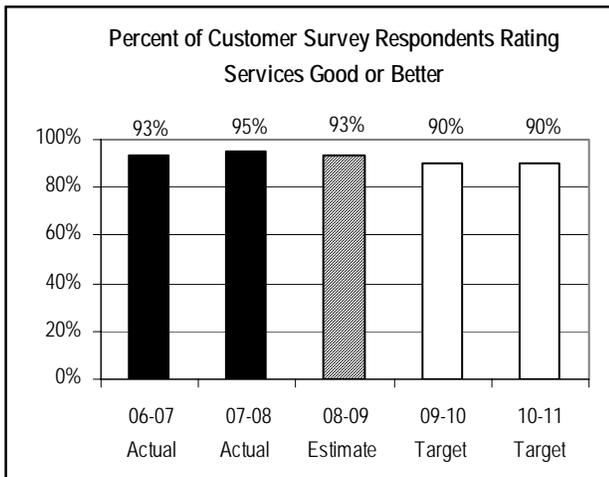
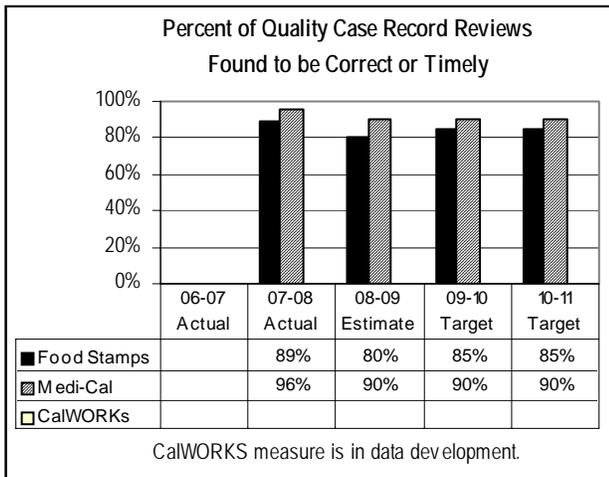
Program Support

Economic Self-Sufficiency

Child Welfare Services

Prevention and Early Intervention

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 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, continuous quality improvement, quality assurance and quality control, planning and evaluation, public information and legislative services, and support to the Board of Supervisors, County Manager, and other county agencies and the public.

The following are major accomplishments in the current year:

- Implemented year one of the HSA five-year strategic plan, *Inspiring Individuals, Empowering Communities. 2008-2013*, that aligns to the County Shared Vision 2025
- Completed a restructuring of HSA to achieve maximum service delivery that included improvements in span of control and realigns programs to strengthen HSA's ability to achieve critical outcomes
- Restructured the financial services function to better connect and report directly to the Agency Director, aligning the budget units to HSA's new mission, vision, and values and effectively responding to the needs of the Agency
- Refreshed HSA's public image and organizational identity through a re-branding campaign that included a new logo and a coherent look and feel to the website and publications
- Increased public awareness of HSA's programs with wide use of local broadcast and cable television covering topics such as Adoptions, Safety Net Services, Food Stamps and the Workforce Investment Act
- 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
- Implemented the HSA Quality Improvement program that includes 33 Quality improvement initiatives and 50 quality

- improvement teams focused on local problem solving and implementing best practices in child welfare services
- Initiated efforts to integrate the county's newly adopted Bill of Rights for Children and Youth of San Mateo County into decision-making processes where children's issues are central and policy decisions are made
 - Redesigned the Health Insurance Telecenter (HIT) and improved access by establishing an Aged, Blind and Disabled unit to process applications for the hardest to serve Medi-cal clients
 - Revamped the redetermination process at the HIT that resulted in withdrawal by the State Department of Health Care Services thereby averting risk of sanctions
 - Developed capacity in the new Quality Assurance (QA) unit to ensure a high caliber of program integrity for conducting regular case record review in income assistance, foster care and relative home placement assessments
 - Initiated cross departmental work to improve outcomes for children of color in child welfare and juvenile justice systems involving leadership and participation to shape goals and identify specific improvements
 - Coordinated HSA Diversity Awareness Campaign by conducting eleven diversity events and providing welcoming reception areas with service information in multiple languages

Story Behind Performance

The Human Services Agency is committed to the highest practice standards in its administration of human services to the residents of San Mateo County. To that end, HSA officially sought accreditation in 2007 from the nationally recognized Council on Accreditation that its policies, procedures, and practices conformed to evidence-informed national standards. In September 2008, following an extensive self-study process and external peer review, HSA was awarded full accreditation, becoming the first public agency in California to be accredited in all eligible services. Continuing these and other efforts to maintain service excellence, the Office of the Agency Director completed a restructuring to achieve maximum service delivery, including changes to the Office of the Agency Director.

In an environment as unstable as the current budget and fiscal reality, HSA will be challenged to meet program requirements for timeliness and accuracy and to avoid fiscal penalty. HSA has grown its Quality Assurance unit to ensure a high caliber of program integrity in income assistance and child welfare services programs and to reinforce accuracy in benefits processing. As a result of demonstrating compliance with Medi-Cal regulation for timely notifications before discontinuing benefits, the State Department of Health Care Services withdrew the corrective action plan. In Food Stamps, payment accuracy has improved for the approval cases reviewed. It is expected that current quality standards will be maintained through continued internal quality assurance and streamlining areas of program responsibility to allow maximum focus on client results.

Feedback from clients and community informs HSA priorities. The HSA strategic plan community advisory group continued to advise

leadership on progress achieved in implementing the plan. HSA Staff participated in 15 community meetings or local events in targeted neighborhoods where residents could learn more about HSA's services, or provide direct input on needs and suggestions for improvement. Over a thousand clients submitted the Cares customer satisfaction survey from HSA offices and service points such as Family Resource Centers, with 93% of respondents indicating a satisfaction rating of good or better. HSA will undertake quality improvement efforts to improve the customer satisfaction data collection process and the accompanying communication of those results to staff and stakeholders.

As a result of completing the County's management review of HSA financial services, the financial services function has been restructured to better connect and report directly to the Agency Director and to more effectively respond to the processes and practices of the Agency. Financial Services continues to meet the high standard of having no major financial management findings from external financial audits. Improvements have included reviewing funding sources, identifying risks, creating backup systems for critical financial processes, and implementing alternative funding strategies so that HSA is not at risk of disallowances. The Office of the Agency Director will begin to conduct internal program compliance and financial audits to ensure that the use of federal, state and local funds are in compliance with regulations. The Agency oversees ten major federal funding streams such as Child Welfare, and at least 40 programs that operate under the auspices of federal regulations.

HSA is poised to meet the challenges in the next two years, and anticipates increasing applications for benefits and services in a fiscal environment of reduced funding. The challenges will be exacerbated by the demand on the system to determine eligibility for populations of residents who are not yet eligible for state or federal assistance. Residents may apply two or three times before reaching eligibility, thus multiplying staff contacts with applicants. Priorities in the next year will be proactive anticipation of delivery of human service needs and requirements, and response to increasing applications for benefits and services in a fiscal environment of reduced funding.

Major challenges over the next two years will be:

- To manage HSA programs in a fiscally turbulent environment, effectively identify and secure financial resources, leverage funding sources to maximize all revenue, and ensure the highest level of stewardship of HSA finances
- To ensure that the HSA's utilization of funding complies with federal, state, and local regulations
- To meet growing community needs in a widespread economic downturn
- To stabilize a new organizational structure designed to ensure effective service delivery
- To fully implement the second and third years of the HSA strategic plan, and to update the plan as needed
- To meet federal and state standards to improve client outcomes and avert sanctions

- 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 Participates in 15 Meetings in Targeted Neighborhoods

- Implement and update the HSA's new strategic plan and integrate with County Shared Vision 2025
- Align and monitor OBM performance measures with long-term outcome indicators in the HSA strategic plan
- 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 new 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

Assure Progress in Key Interdepartmental Initiatives Including the Health System Redesign and Cool County Commitment in FY 2009-10

- Work across county departments to support implementation of the Health Systems Redesign initiative
- Partner with county law enforcement, criminal justice, health, and human services providers to serve formerly incarcerated residents reentering San Mateo County

Meet at Least 90% Regulatory Compliance in Completed Internal Audits by Passing with No Major Findings

- Maximize use of federal, state, and grant funds while minimizing use of county funds
- Improve financial management practices through quality improvement and compliance programs related to audit management and COA standards
- Develop and implement new financial management reports to allow HSA programs to make proactive, timely decisions regarding their resources
- Monitor and track customer satisfaction of those who receive financial services support
- Conduct internal audits to ensure compliance with regulations

Achieve an Overall Stakeholder Satisfaction Rating of at Least 90%

- Improve the Cares customer satisfaction survey data collection process to ensure participation across HSA and by contractors
- Communicate customer satisfaction results on a quarterly basis throughout the HSA

Assure Program Integrity by Monitoring 50 Quality Improvement Teams and Conducting over 2,000 Quality Case Record Reviews

- Sustain the Continuous Quality Improvement program by: maintaining COA accreditation; increasing staff participation in creative problem solving; implementing an Agencywide employee satisfaction survey and a process to address identified areas of improvement; and ensuring progress on quality improvement priorities
- Sustain and expand the Quality Assurance program by: implementing a second tier case record review process for the Economic Self Sufficiency programs to include focus on Food Stamps for increased enrollment; developing a method of full case record review of those CalWORKs cases that are either sanctioned or at risk of sanction; and reviewing all Relative/NREFM, Non-Related Extended Family Member, assessments and re-assessments
- Continue implementation of the county's management review of HSA fiscal operations
- Maintain and enhance improvements implemented as a result of the redesign of the Medi-Cal Health Insurance Telecenter (HIT)

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What/How Much We Do (Effort) | | | | | |
| Number of performance measures monitored | 34 | 31 | 59 | 60 | 60 |
| Number of quality control case record reviews: | | | | | |
| - Self-sufficiency cases | --- | --- | 2,000 | 2,075 | 2,280 |
| - Child Welfare removal cases | --- | --- | 175 | 250 | 275 |
| Number of internal compliance audits conducted on federally funded programs | --- | --- | --- | 7 | 10 |
| Number of quality improvement teams in full operation | --- | 25 | 50 | 50 | 55 |
| Number of culturally and linguistically appropriate public education materials developed and / or published for targeted communities | --- | 14 | 18 | 20 | 22 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of completed financial audits with no major financial management findings: | | | | | |
| - External | --- | 100% | 100% | 100% | 100% |
| - Internal | --- | --- | --- | 90% | 90% |
| Percent of quality case record reviews found to be correct or timely: | | | | | |
| - Food Stamps | --- | 89% | 80% | 85% | 90% |
| - Medi-Cal | --- | 96% | 90% | 90% | 90% |
| - CalWORKs (data development) | --- | --- | --- | --- | --- |
| Number of community meetings and / or events held in targeted neighborhoods | --- | 7 | 11 | 15 | 17 |
| Percent of quality improvement: | | | | | |
| - Performance measures met (data development) | --- | --- | --- | --- | --- |
| - Case record reviews performed against valid sample (data development) | --- | --- | --- | --- | --- |
| - Incident reports reviewed (data development) | --- | --- | --- | --- | --- |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of Cares customer survey respondents rating services good or better | 93% | 95% | 90% | 90% | 90% |

Office of the Agency Director (7100B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 16.0 | 21.0 | 56.0 | 56.0 | | 56.0 |
| Funded FTE | 16.0 | 20.0 | 56.0 | 55.9 | (0.1) | 55.9 |
| Total Requirements | 2,270,882 | 3,011,755 | | 112,224 | 112,224 | 145,824 |
| Total Sources | 4,948 | 14,173 | | | | |
| Net County Cost | 2,265,934 | 2,997,582 | | 112,224 | 112,224 | 145,824 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | | 112,224 | 112,224 | 145,824 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$112,224 of which 100% is non-discretionary. This non-discretionary amount includes mandated services based on state required county share of costs for agency wide activities.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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: annualization of mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and transfer of 36 finance positions from Program Support to the Office of the Agency Director.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 3,959,058 | (3,846,834) | 0 | 112,224 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 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 increased Intrafund Transfers related to labor costs that are transferred to other programs within the Agency.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 363,391 | (329,791) | 0 | 33,600 | 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

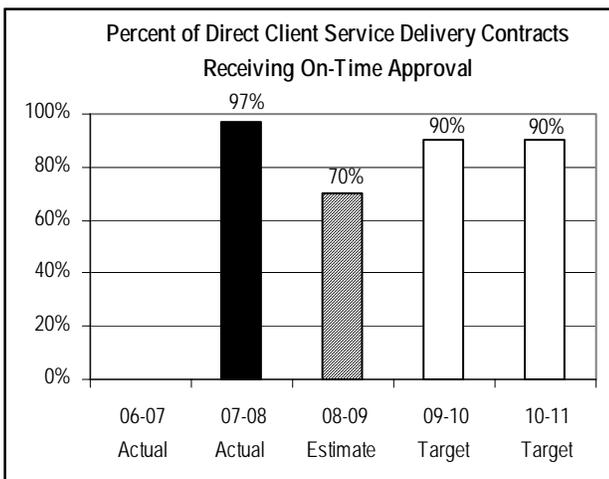
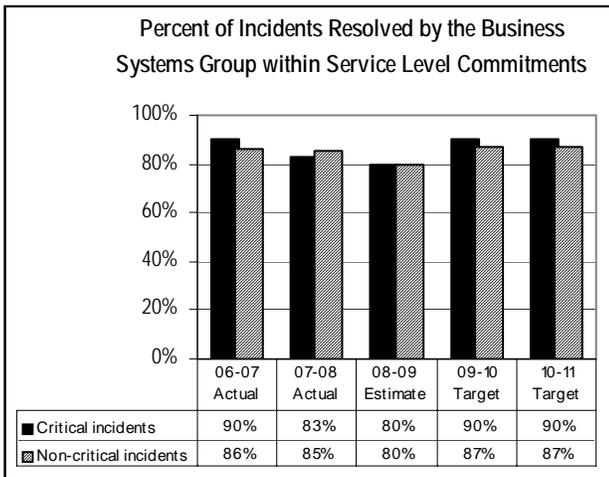
Services and Accomplishments

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 development; contracts and facilities management; appeals and fair hearings; and management to staff and community stakeholders.

The following are major accomplishments in the current year:

- Improved the internal contract development process by training all staff involved in the contracting process, developing new tools to assist staff and management to meet on-time approval commitments and ensure all required language is in the Request For Proposal (RFPs), and developing monthly dashboard reports to track status of all contracts
- Developed department policy for delivering a minimum of six hours of customer service related training to all employees and piloted *Improve the Customer Experience* training modules covering poverty and immigration, client boundaries and values, and client life experiences
- Promoted career growth and development of leadership talent at all levels of the organization by conducting training to enable new-hire employees to create employee development plans, and implemented an HSA mentorship program matching all interested employees with mentors
- Reorganized the HSA management information reporting infrastructure and protocols enabling easier reporting from disparate systems, automated reporting and data dashboards, and streamlining end-user requests, requirements gathering and report validation
- Improved incident and service response performance by reorganizing the Help Desk into Service Desk and Desktop Support units, and conducted Post Implementation Reviews after every application development process is completed
- Implemented the HIT Center Task Tracker system and new case file management infrastructure without adding new hardware or reconfiguring the server architecture
- Completed the reconfiguration of HSA's Southern Region building that expands the use of lobby and public areas, and updated furnishings to county standards for the newly constructed Receiving Home and relocated Belle Haven Family Resource Center (FRC)
- Implemented strategies to reduce accidents and developed and distributed a tip sheet on preventing slips, trips, and falls
- Improved staff and customer safety by implementing an Automated External Defibrillator program in May 2009

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.

Story Behind Performance

Program Support provides timely resolution of service interruptions to automation systems. The Business Systems Group (BSG)

resolved critical and non-critical incidents within commitment levels 80% of the time, which did not meet the year end targets of 90% and 87% respectively. BSG business processes changed the classifications of Critical and Non-Critical incidents starting in FY 2008-09 to account for data collection improvements that track all service requests. This Headline Measure has reported on the elapsed resolution time of incidents. BSG practices emphasize response time to incidents, and improvements in this measure's performance will reflect processes to ensure users are provided effective responsiveness.

On-time approval for direct client services contracts suffered a decline from the previous year. Contract development was affected by the HSA priority on COA Accreditation activities, which meant resources could not meet deadlines for approvals. A one-time intensive review of community provider contracts up for renewal also delayed the normal processing time. Improvements in internal contract developing process include training and monthly dashboard reports to assist in meeting on-time approval commitments.

Program Support initiated innovative programs to increase cultural competency, improve customer service, and promote leadership. Human Resources Development (HRD) designed six modules for improving the customer experience and launched a pilot. The implementation of a policy for employee development plans began with training for new hires, who will create the plans when performance evaluations are due.

BSG delivered advances in the automation of management information reports, and leveraged infrastructure efficiencies to realize savings in hardware expenditures. New data dashboards for measuring performance and easier access to the catalog of operations reports gives program staff better decisionmaking tools. New systems for workflow management at the Health Insurance Telecenter (HIT), and a case file management infrastructure were deployed on existing server hardware.

Program Support will be challenged to meet the demands of increasingly complex customer requests without expanding the administrative support team. Priorities will focus on understanding the impacts of new regulatory controls to business processes, and continuing emphasis on accreditation standards to maintain highest quality efforts in meeting client needs.

Major challenges over the next two years will be:

- To respond to increasing and complex demands under tighter regulatory controls to provide consistently high 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 identified and implemented as part of the accreditation review process

Program Objectives

Program Support will meet performance targets by doing the following:

Meet the Needs of HSA Staff by Completing 82% of Automation Requests and Resolving 90% of Incidents

- Establish IT policies and procedures that align with county and industry standards
- Demonstrate, in completed IT projects, BSG understanding of end-user / customer business needs for automation and data solutions
- Establish a 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 17,100 Hours of HSA-sponsored Training to Meet Mandated Requirements and / or Professional Development

- Launch the customer experience improvement curriculum to HSA workforce
- Monitor the completion and progress of employee development plans for employees completing probation
- Implement a revised HSA mentorship program

Provide Contract Administration to Achieve 90% On-time Approval of All Direct Client Service Delivery Contracts

- Train all staff involved in contract development on the requirements of performance measures for contracts
- Provide resources to assist staff in completing RFPs that meet county requirements
- Issue monthly dashboard reports to notify staff of expiring contract agreements and status of contract agreements in process

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What/How Much We Do (Effort) | | | | | |
| Number of incidents reported to the Business Systems Group (BSG): | | | | | |
| - Critical incidents | 514 | 338 | 600 | 600 | 600 |
| - Non-critical incidents | 7,391 | 7,896 | 10,000 | 10,000 | 10,000 |
| Number of report requests to BSG | --- | 409 | 350 | 350 | 350 |
| Number of hours community and agency participants spend in HSA-sponsored training to meet mandated requirements and / or enhance professional development (1) | 14,596 | 36,523 | 30,000 | 17,100 | 17,100 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of incidents resolved by BSG within service level commitments: | | | | | |
| - Critical incidents | 90% | 83% | 80% | 90% | 90% |
| - Non-critical incidents | 86% | 85% | 80% | 85% | 85% |
| Percent of direct client service delivery contracts receiving on-time approval (2) | --- | 97% | 70% | 90% | 90% |
| Number and percent of HSA employees who have an employee development plan (data development) | --- / --- | --- / --- | --- / --- | --- / --- | --- / --- |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of BSG report requests meeting customer requirements completed within the requested timeframe | --- | 85% | 82% | 82% | 82% |
| Percent of staff and community partners responding that Program Support services were accessible and effective (data development) | --- | --- | --- | --- | --- |

(1) Training hours in FY 2007-08 and in FY 2008-09 reflect increases due to COA staff training and Social Worker training. In FY 2009-10 and FY 2010-11, training hour targets were adjusted to align with HSA's commitment to professional development and training.

(2) 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 100.0 | 102.0 | 69.0 | 60.0 | (9.0) | 60.0 |
| Funded FTE | 99.0 | 102.0 | 69.0 | 60.0 | (9.0) | 60.0 |
| Total Requirements | 2,785,660 | 6,034,222 | 10,919,078 | 7,938,306 | (2,980,772) | 8,046,004 |
| Total Sources | 5,671,915 | 9,274,820 | 10,520,634 | 7,678,616 | (2,842,018) | 7,678,616 |
| Net County Cost | (2,886,255) | (3,240,599) | 398,444 | 259,690 | (138,754) | 367,388 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 398,444 | 259,690 | (138,754) | 367,388 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$259,690 or 3.3%, of which 100% is non-discretionary. This non-discretionary amount includes mandated services based on state required county share of costs for agency wide staff development activities.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualization of mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); transfer of (36) positions in Finance from Program Support to the Office of the Agency Director; elimination of one-time projects; increase service agreement for IT projects to supplement the move of the (9) IT staff; and elimination of one-time Fund Balance/Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (9,104,337) | (2,489,497) | 3,697,734 | (9,271,755) | 1,040,819 | 0 |

2. Position Transfers to Information Systems Department (ISD)

Nine positions were transferred from HSA to ISD which will allow the Agency to use remaining Business System Group Staff and resources for improved support of programmatic information technology functions. It will strengthen business continuity and better support efforts such as countywide disaster recovery planning.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (1,179,573) | 0 | 0 | (1,179,573) | (9) |

3. Agency Reserves

Anticipated FY 2008-09 Fund Balance will be set aside to appropriate Agency Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 6,262,319 | 0 | 0 | 6,262,319 | 0 | 0 |

4. New Servers and Network Appliances Purchase

New servers and replacement of network appliances and servers whose warranties expire in FY 2009-10 were purchased. The Storage Area Network will be expanded to accommodate growth in imaged case files. Costs were fully offset by reductions in other operating expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 460,000 | 0 | 0 | 460,000 | 0 |
| 0 | (460,000) | 0 | 0 | (460,000) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (2,842,018) | (3,669,070) | 3,697,734 | (3,009,436) | (138,754) | (9) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 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 Intergovernmental Revenue commensurate with increased staff development labor costs; and elimination of Fund Balance used for one-time purchases and projects.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 107,698 | 0 | 0 | 107,698 | 0 |

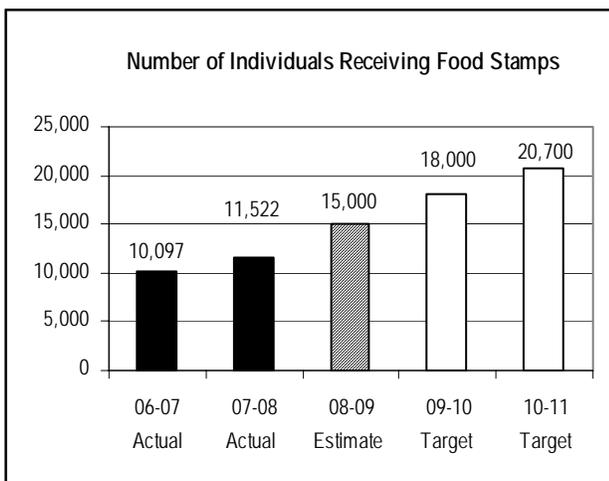
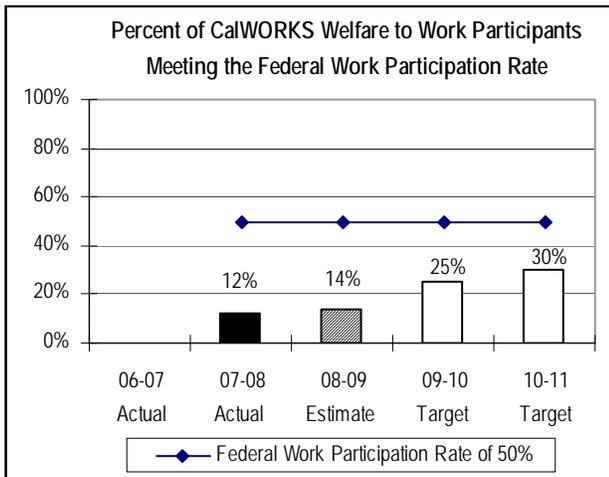
Economic Self-Sufficiency (7200B)

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

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.

Services and Accomplishments

Economic Self-Sufficiency primarily contributes to the Shared Vision of a Prosperous Community by 2025 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 four one-stop, multi-service employment centers known as Peninsula Works, as well as Vocational Rehabilitation Services.

The following are major accomplishments in the current year:

- Utilized a \$900,000 grant by the state to provide training, job research assistance and related resources to 1,500 workers laid off from United Airlines and approximately 100 Bay Meadows Racetrack workers
- Provided job training and employment opportunities to 247 disadvantaged youth through Workforce Investment Act partners
- Contributed new employment and training recommendations for the County's Jail Re-Entry Task Force
- Increased utilization of Food Stamps to 12,925 county residents by expanding community partnerships and by educating seniors, single individuals and underrepresented ethnic groups in culturally acceptable formats
- Implemented community service strategies and trained managers and supervisors in data tracking tools to increase engagement of CalWORKs clients
- Redesigned CalWORKs Welfare to Work (WTW) orientation and incentive strategies to clearly link financial benefits of working to program participation and partnered with three Community Colleges to provide vocational skills
- Increased Medi-cal recipients by 2% to 55,366 active individuals and partnered with the San Mateo Medi-Cal Center (SMMC) and the Health Plan of San Mateo (HPSM) to collectively increase Medi-Cal enrollments
- Strengthened interdepartmental processes for Medi-cal referrals at SMMC and expanded use of One E-App to increase enrollments in Medi-cal, Healthy Kids and Access Care for Everyone (ACE)
- Exceeded the requirements of the County's Polystyrene Ban Ordinance at the VRS Café at the Hall of Justice by providing eco-friendly products to customers such as flatware, napkins and take out containers
- Acted as one of the leaders in the state in employment assistance to people with mental health disabilities by serving 301 clients through the VRS Mental Health Coop and by placing 68 clients in jobs

- Provided employment services to 135 youth currently in care and 60 emancipated foster youth

Story Behind Performance

The CalWORKs Welfare-to-Work program requires that participants meet minimum standards for approved employment activities to avoid losing benefits. The federal standard for all states in meeting the work participation rate for all families in the program is 50%. Meeting this standard is a nationwide challenge and not meeting it has state and local fiscal implications. HSA estimates the year-end FY 2008-09 work participation rate will be 14%, falling short of the federal benchmark. Strategies to engage CalWORKs clients in approved employment activities include: work opportunities in their own communities; providing clients with vocational skills at community colleges; and recognizing participants who demonstrate steady progress toward employment goals with incentives.

Increasing enrollments in the Food Stamp program is an HSA priority. HSA began FY 2007-08 with an active Food Stamp monthly caseload of 3,977. This means that 10,097 people were utilizing the benefits because a Food Stamp case may include one individual or a family with several members. At mid-year FY 2008-09, the monthly caseload increased to 5,070, meaning 12,925 recipients were actively receiving benefits. This represents a 28% increase in the utilization rate. Strategies such as targeted outreach, educational seminars, and partnerships allowing CBOs to take applications have provided approximately 15,000 individuals with Food Stamp benefits to supplement their diet. Targets are established to increase active Food Stamp participants each year. In February 2008, California Food Policy Advocates ranked San Mateo County as one of the lowest large county performers in the state, estimating that 54% of San Mateo County's 18,588 eligible residents were not participating in the program. HSA has made considerable progress, the percentage of non-participants has been reduced to approximately 30%.

Enrollment in Medi-Cal is HSA's primary mechanism to provide access to healthcare for eligible clients: HSA is a close partner with the Health System and the HPSM in identifying individuals who are eligible for Medi-Cal and successfully enrolling them. Though the number of children enrolled in Medi-Cal has flattened in recent years, the number of adults enrolled is expected to increase by 2%. The Health Insurance and Food Stamps Tele-Center (HIT) redesign effort has resulted in operational improvements so that fewer clients are discontinued from receiving benefits. The implementation of an Aged, Blind, and Disabled Unit has resulted in complete coverage of all eligible clients in the Long-Term Care Facility along with a reduction in Medi-Cal discontinuances and cost recovery for county services rendered.

The Workforce Investment Board, WIA training programs, and PeninsulaWorks One Stop Employment Centers are key elements in the county's workforce development system during the economic downturn. The number of clients seeking career counseling, skills assessment, and job search assistance increased 2% from FY 2006-07 to FY 2007-08, closely reflecting the county's moderate

unemployment rate increase for the period. Increasing unemployment and mass layoffs by employers starting in August 2007, coupled with the unprecedented financial collapse and economic downturn that began in May 2008, are expected to increase demands for workforce development and training services. Though workforce funding has not yet adjusted to reflect the increased need, the recently passed federal economic stimulus legislation is anticipated to benefit youth programs, dislocated workers, and green jobs.

Top program priorities for the next two years are to continue to promote greater self-sufficiency among the neediest, eligible residents of the county by increasing employment, enrollment in healthcare, and food security recognizing the challenges and taking full advantage of emerging opportunities in the new economic landscape sweeping the country.

Major challenges over the next two years will be:

- To sustain and enhance self-sufficiency programs that will benefit clients in lieu of proposed decreases in federal and state funding and a worsening economy and national recession
- To increase CalWORKs Welfare to Work (WTW) client participation in employment-related activities by leveraging economic stimulus projects
- 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 targeted 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 individuals without health coverage

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 increase 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

Increase the CalWORKs Work Participation Rate to 25% for All Families

- Engage a higher percentage of CalWORKs participants in countable work-related activities
- Partner with the community college district to design programs that meet the needs of the CalWORKs population
- Implement a plan that provides options for community services activities for CalWORKs participants and target those hardest to serve

-
- Utilize data to identify, engage, and tailor goals for targeted WTW populations

Increase the Number of Food Stamps Participants by 20%

- Improve community knowledge about the Food Stamp program and increase referrals to the Food Stamp program
- Enhance two-tiered case record reviews of Food Stamp denials and discontinuances
- Identify additional access points and partnerships to increase the number of people applying for and using the Food Stamp benefit

Increase the Number of Medi-Cal Participants by 3%

- Launch an education campaign and outreach efforts to increase community and client knowledge about Medi-Cal, and Medi-Cal re-determinations and application requirements
- Continue to partner with the Health System, SMMC, and the HPSM to increase Medi-Cal enrollments
- Maintain partnership with the Health System Redesign Initiative to ensure access to Medi-Cal

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What/How Much We Do (Effort) | | | | | |
| Number of participants using PeninsulaWorks Centers | 17,654 | 19,586 | 17,000 | 20,000 | 20,000 |
| Number of youth in HSA programs receiving employment services (data development) | --- | --- | --- | --- | --- |
| Number of individuals receiving Food Stamps | 10,097 | 11,522 | 15,000 | 18,000 | 20,700 |
| Number of individuals enrolled in Medi-Cal: | | | | | |
| - Adults | 28,584 | 29,499 | 30,089 | 30,992 | 31,922 |
| - Children | 25,329 | 25,867 | 26,384 | 27,176 | 27,991 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of CalWORKs Welfare to Work participants meeting the federal work participation rate ⁽¹⁾ | --- | 12% | 14% | 25% | 30% |
| Federal Work Participation Rate (WPR) | --- | 50% | 50% | 50% | 50% |
| Statewide WPR average for all families ⁽²⁾ | --- | 22% | --- | --- | --- |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of CalWORKs participants leaving cash aid with employment | 36% | 43% | 31% | 30% | 40% |
| Percent of CalWORKs participants employed as a result of the economic stimulus infrastructure project (data development) | --- | --- | --- | --- | --- |
| Percent of Workforce Investment Act (WIA) enrolled participants leaving services with employment | 60% | 69% | 40% | 40% | 45% |
| Average hourly wage at placement for WIA participants | \$20.43 | \$19.81 | \$16.00 | \$15.00 | \$16.50 |

⁽¹⁾ Bay Area Counties had WPR's ranging from a high of 28.8% to a low of 10%.

⁽²⁾ Data will be available at the close of the federal fiscal year.

Economic Self-Sufficiency (7200B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 439.0 | 464.0 | 456.0 | 453.0 | (3.0) | 453.0 |
| Funded FTE | 428.6 | 459.7 | 454.5 | 450.6 | (4.0) | 450.6 |
| Total Requirements | 79,142,699 | 82,315,720 | 100,868,580 | 103,757,854 | 2,889,274 | 106,614,782 |
| Total Sources | 73,774,797 | 74,497,715 | 92,531,600 | 93,505,564 | 973,964 | 95,747,641 |
| Net County Cost | 5,367,902 | 7,818,005 | 8,336,980 | 10,252,290 | 1,915,310 | 10,867,141 |
| NCC Breakdown | | | | | | |
| State Grants Match | | | 438,833 | 438,833 | | 438,833 |
| CalWORKS MOE | | | 2,327,235 | 2,327,235 | | 2,327,233 |
| Mandated Services | | | 4,698,237 | 5,296,315 | 598,078 | 5,544,535 |
| Non-Mandated Services | | | 522,055 | 1,353,378 | 831,323 | 1,420,050 |
| Local Overmatch | | | 350,620 | 836,529 | 485,909 | 1,136,490 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$10,252,290 or 9.8%, of which \$2,189,907 or 21.3% is discretionary. This discretionary amount includes Mandated Services for currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Medi-Cal, CalWORKs, Vocational Rehabilitation counseling services and employment services for youth.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); adjustments to CalWORKs, Aid to Families with Dependent Children (AFDC), Cash Assistance Program for Immigrants, Work First and Other Program sources to reflect increased program costs and reduced automation costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 179,609 | 3,019,535 | (137,015) | 0 | 2,702,911 | 0 |

2. Consolidation of the Daly City Office with South San Francisco

The 90th Street location in Daly City will be closed as a cost saving measure. Staff currently located at the 90th Street location will be relocated to existing space at the 92nd Street office in Daly City and to the South San Francisco office. Staff will continue to provide services to clients in the Daly City and South San Francisco areas. Lease savings will be realized and there will be no impact to client services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (52,182) | (104,364) | 0 | 0 | (52,182) | 0 |

3. Reduction in Workforce - Vocational Rehabilitation Services

With the current economic conditions and a decrease in generated revenue, the current level of staffing cannot be sustained. The following position changes have been made: the deletion of one filled Rehabilitation Production Supervisor III position, the deletion of two vacant Vocational Rehabilitation Counselor (VRC) positions in Vocational Rehabilitation Services (VRS), and the deletion of one Social Services Program Specialist, a management position, and the addition of one Human Services Manager I. VRS acquired the Rehabilitation Production Supervisor position from Health Services in FY 2008-09. Reduction of the VRC positions equates to a 22% decrease in VRC staff which will increase VRC caseloads and the wait time for clients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (7,143) | (324,882) | 0 | 0 | (317,739) | (3) |

4. Automation Projects

Two high-production scanners for the Tower Road Records Center will be purchased to support the records retention automation project, the On-Demand Imaging Project. Costs were fully offset by reductions in other operating expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 18,000 | 0 | 0 | 18,000 | 0 |
| 0 | (18,000) | 0 | 0 | (18,000) | 0 |

5. Medi-Cal Revenue Shortfall

Fund Balance will be used to offset an anticipated state reimbursement revenue shortfall in Medi-Cal. The state's decision to remove Cost of Doing Business (CODB) increases for social services programs for FY 2009-10 has resulted in an increased burden on counties.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 367,760 | 0 | 0 | 0 | (367,760) | 0 |

6. Vocational Rehabilitation Services Revenue Shortfall

Due to the structural deficit caused by the economic downturn, Fund Balance has been set aside for Vocational Rehabilitation Services (VRS). Unable to meet expected revenue growth and rising costs contributed to the decline in VRS profit in 2008. Although it is expected that revenue will increase in 2009, rising food and operational costs will result in a further reduction in VRS profit.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 485,920 | 0 | 0 | 0 | (485,920) | 0 |

7. Homework Centers and Math and Science Project

The Employment Services Budget has been increased to establish funding for HSA's Youth Services' Homework Centers and Math and Science Project. These programs promote student academic achievement, excellence, motivation, and innovation for elementary school aged children in our communities. Funding for the programs has been moved from the County Manager's Office Memberships and Contributions budget to HSA to align funding with program administration.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | \$436,000 | 0 | 0 | \$436,000 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 973,964 | 3,026,289 | (137,015) | 0 | 1,915,310 | (3) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 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 Intergovernmental Revenue commensurate with increased labor costs; elimination of prior year one-time business system projects, and the elimination of one-time Fund Balance used for Medi-Cal and Vocational Rehabilitation Services revenue shortfalls.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,242,077 | 2,856,928 | 0 | 0 | 614,851 | 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

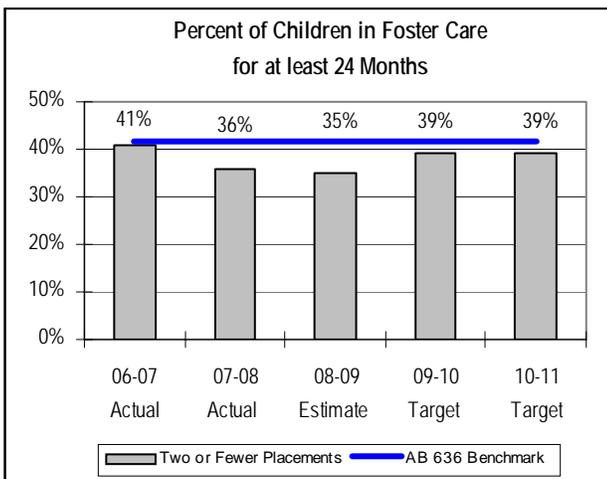
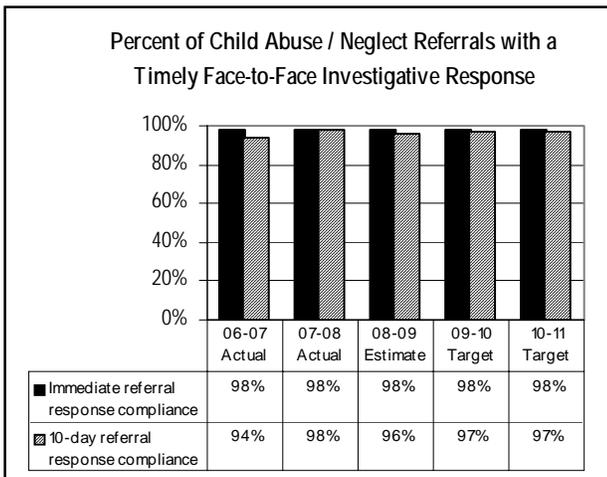
Services and Accomplishments

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 Receiving Home.

The following are major accomplishments in the current year:

- Launched a parenting skills curriculum in partnership with Canada College to minimize re-entry by promoting positive behaviors and work with Probation to offer parenting skills to parolees and families
- Made advances in research and policy regarding Disproportionality reduction and improving outcomes for children of color
- Completed and implemented the Foster Parent Recruitment and Retention Strategic Plan targeting African American and Latino communities and foster and adoptive homes for siblings and older children
- Expanded utilization of Team Decision Making (TDM) meetings as a strategy to increase placement stability and developed a TDM model tailored to the needs of African American males
- Conducted a twelve month Family Finding project in conjunction with the Edgewood Center and worked with Edgewood Center to identify new technology for use in locating family members of foster youth
- Targeted Differential Response (DR) services to the most vulnerable populations in the community where abuse/neglect has been substantiated; offered DR case management for up to six months to 1,396 families with children aged 0-5
- Partnered with community based organizations to ensure a continuum of care after case closure
- Sponsored events such as the 2008 Bay Area Heart Gallery to raise community awareness about the needs of children and youth in foster care and to find prospective adoptive homes for children of color and older children
- Finalized the Law Enforcement / CWS Protocol that outlines how child welfare social workers and law enforcement personnel partner on child abuse investigations
- Completed the Peer Quality Case Review (PQCR), in collaboration with Probation, to determine underlying reasons why children who are reunified with their families re-enter the child welfare or probation system
- Provided employment services to 135 youth, 60 emancipated foster youth; approximately 10 pre-emancipated youth and 20 emancipated foster youth have obtained employment
- Evaluated the use of the South San Francisco Transitional Housing site where eight foster youth are in residence

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 responded to the need to protect children by meeting its targets for "Percent of Child Abuse / Neglect with a Timely Face-to-Face Investigative Response" that includes immediate or 10-day referral responses. At mid-year, the average response time for a 10-day response time was 6.5 days. CWS staff has been trained to use Safe Measures, a dynamic monitoring tool for managing caseload activities. Performance results exceed state standards by 1%.

"Percent of Children in Foster Care for at least 24 Months who Experienced Two or Fewer Placements" concerns placement stability and is a federally mandated child welfare outcome. The HSA target of 39% will not be met. The population of children ages 13-18 constitutes a significant portion of children in foster care whose behavioral and emotional problems can lead to multiple placements. However, placement stability is increased with Team Decision Making (TDM) meetings and CWS has concluded that this evidence-based practice will be conducted at all changes of placement.

Placing children in safe and secure environments is a focus for CWS. HSA relocated the Receiving Home, which provides temporary housing for up to eight youth in a modern facility during transitions to foster care. New strategies for recruiting and retaining foster homes will expand opportunities for older youth, siblings, and children of diverse cultural backgrounds. The annual Heart Gallery celebrated 55 adopting families and spotlighted the need for permanent adoptive homes. For children reuniting with families, the TDM meeting model provided increased linkages to community resources and HSA programs.

CWS will be challenged to provide innovative and quality services in light of state and local budget deficits. Two areas of intense focus will be the continued implementation of Systems Improvement Plan strategies, and strengthening of HSA's cultural competencies. CWS will collaborate with community partners to submit a self-assessment to the State Department of Social Services, noting areas of strength and areas for improvement. New studies and practices continue to be implemented with the goal of reducing disparities in placements and improving service delivery to targeted communities and cultures.

Major challenges over the next two years will be:

- To provide innovative and quality services in light of state and local budget deficits
- To strengthen community capacity to meet the needs of children and families by working with contractors
- 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 develop language and cultural competencies in CWS staffing, services, and placements to eliminate disparities

- To recruit and maintain foster home and licensed group home providers given stagnant or reduced monthly payment amounts
- To avoid sanctions resulting from the Federal Children and Family Service Reviews (CFSTRs)
- To improve CWS outcomes by using evidence-informed practices and data-driven decisionmaking
- To provide children and families with culturally competent staff, services, and resources

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

- Implement an ongoing Family Finding program for all children with a permanent plan of long term foster care
- Increase available housing options for youth transitioning from foster care
- Target adoptive home recruitment for children of color, sibling groups, and older children
- Expand after-care services to address the needs of post-dependency youth for adoptions and / or supportive, lifelong connections

Decrease the Percentage of Children Who Re-enter Foster Care in Less than 12 Months from the Date of Reunification

- Conduct TDM meetings at all case closings to ensure connection to all community based organizations and HSA's Economic Self-Sufficiency and Prevention and Early Intervention programs
- Continue to utilize wraparound service slots for children with behavior problems to prevent entry or re-entry to higher level of care placements
- Implement the family conferencing model for family situations in which service needs go beyond child placement

Increase the Percentage of Children Who Experience Two or Fewer Placements While in Foster Care for at Least 24 Months

- Conduct TDM meetings prior to all changes of placement to ensure a stable placement by coordinating delivery of appropriate services
- Target foster home recruitment for children of color, sibling groups, and older children
- Conduct face-to-face child visits within two weeks of Receiving Home placement to assess needs and promote a successful transition

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What/How Much We Do (Effort) | | | | | |
| Number of licensed foster homes | 83 | 83 | 83 | 85 | 86 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of child abuse/neglect referrals with a timely face-to-face investigative response: | | | | | |
| - Immediate referral response compliance | 98% | 98% | 98% | 98% | 98% |
| - 10-day referral response compliance | 94% | 98% | 96% | 97% | 97% |
| Percent of timely social worker visits with children on open cases | 96% | 96% | 96% | 97% | 97% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of all children in foster care for 24 months or longer who were discharged to a permanent home | 14% | 19% | 18% | 19% | 20% |
| 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 | 15% | --- | 15% | 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 | 41% | 36% | 35% | 39% | 40% |
| AB 636 Measure C4.3-Placement stability at least 24 months | ≥ 41.8% | ≥ 41.8% | ≥ 41.8% | ≥ 41.8% | ≥ 41.8% |

Child Welfare Services (7400B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| Salary Resolution | 252.0 | 251.0 | 225.0 | 227.0 | 2.0 | 227.0 |
| Funded FTE | 249.3 | 250.0 | 224.5 | 224.9 | 0.4 | 224.9 |
| Total Requirements | 63,837,093 | 65,641,230 | 71,700,326 | 69,133,403 | (2,566,923) | 70,695,622 |
| Total Sources | 53,663,718 | 54,808,937 | 60,887,604 | 57,816,448 | (3,071,156) | 59,020,578 |
| Net County Cost | 10,173,375 | 10,832,294 | 10,812,722 | 11,316,955 | 504,233 | 11,675,044 |
| NCC Breakdown | | | | | | |
| COLAs for Providers | | | 106,732 | | (106,732) | |
| Mandated Services | | | 4,606,756 | 4,769,161 | 162,405 | 4,938,732 |
| Non-Mandated Services | | | 752,593 | 793,749 | 41,156 | 812,697 |
| Local Overmatch | | | 5,346,641 | 5,754,045 | 407,404 | 5,923,615 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$11,316,955 or 16.4%, of which \$6,547,794 or 57.9% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). These increases are offset by reductions in Child Welfare Services contract services, operational costs, Aid to Families with Dependent Children (AFDC), County Foster Care and reductions of one-time Emancipating Foster Youth apartment projects; the new Receiving Home project; and one-time Fund Balance and Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (3,581,597) | (2,438,513) | 236,042 | (609,839) | 769,287 | 0 |

2. Consolidation of the Daly City Office with South San Francisco

The 90th Street location in Daly City will be closed as a cost saving measure. Staff currently located at the 90th Street location will be relocated to existing space at the 92nd Street location in Daly City and to the South San Francisco office. Staff will continue to provide services to clients in the Daly City and South San Francisco areas. Lease savings will be realized and there will be no impact to client services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (36,498) | (121,659) | 0 | 0 | (85,161) | 0 |

3. Family Finding Pilot Contract Elimination

The Edgewood Center for Children and Families Family Finding Pilot Program contract has been eliminated. The pilot program will conclude in October 2009, at which point Children and Family Services (CFS) will conduct an evaluation of the program data and assume internal responsibility for family finding services. There will be no impact on client services as CFS will continue the program. This reduction aligns with the Agency's strategic cost saving plan.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (44,404) | (148,013) | 0 | 0 | (103,609) | 0 |

4. Differential Response Contract Reductions

Three Differential Response contracts with the Daly City Partnership Collaborative and the Youth and Family Enrichment Services (YFES) have been reduced by 10 percent. These reductions should have a negligible impact on client services as referrals for Differential Response have been consistently lower relative to the previous fiscal year. This trend of fewer referrals to the program has been sustained for the past four months. The funding reduction mirrors the decreased caseload for the contractors.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (43,073) | (143,641) | 0 | 0 | (100,569) | 0 |

5. Psychiatric Social Workers (PSW) Transfer and the Behavioral Health Recovery Services (BHRS) MOU Reduction

Two PSWs will be transferred to Child Welfare Services from the Family Resource Center in Prevention and Early Intervention to provide specific services that are currently provided by an MOU with BHRS. The components of the MOU that HSA staff will assume is the Intensive In-Home Treatment Program within Children and Family Services and the Shelter Care Mental Health Counseling Program within Out-of-Home Placement. This transfer will decrease the appropriation of the BHRS MOU as a result. The services are provided to children and families involved in the Child Welfare System. Since the PSW currently working in the FRC are HSA employees, it is anticipated that the transition of services to staff should be easily facilitated and the impact should be minimal.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 24,577 | 48,862 | 0 | 0 | 24,285 | 2 |

6. Children and Youth System Of Care (CYSOC) Collaborative Reserves

Fund Balance has been set aside in CYSOC Collaborative Reserves. This collaboration is with Mental Health, Probation and HSA to support children in Out of Home Placement.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 609,839 | 0 | 0 | 609,839 | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (3,071,156) | (2,802,965) | 236,042 | 0 | 504,233 | 2 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 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: negotiated labor increases; inclusion of merit increases; increases in Intergovernmental Revenue commensurate with increased labor costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,204,130 | 1,562,219 | 0 | 0 | 358,089 | 0 |

Prevention and Early Intervention (7500B)

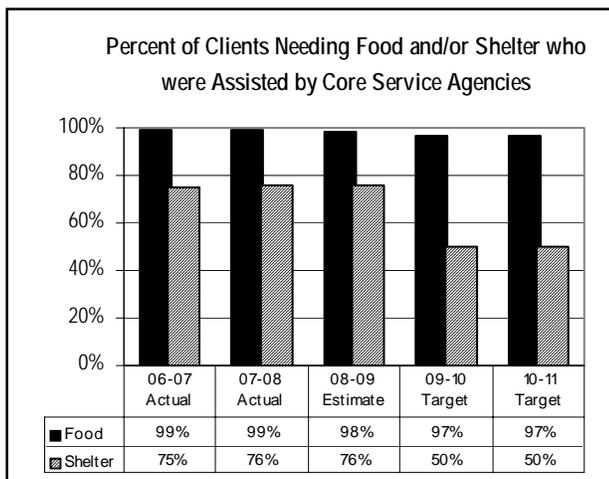
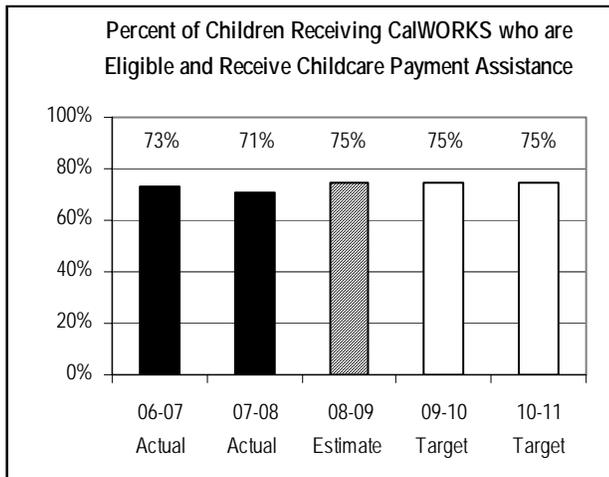
Program Locator

County

- Prosperous Community
- Human Services Agency
- Office of the Agency Director
- Program Support
- Economic Self-Sufficiency
- Child Welfare Services

▷ **Prevention and Early Intervention**

Headline Measures



Program Outcome Statement

Prevention and Early Intervention (PEI) provides quality and accessible integrated services that promote self-sufficiency and the overall health and well-being of youth, individuals, families, and communities.

Services and Accomplishments

PEI primarily contributes to the Shared Vision of a Healthy 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, Special Investigations Unit, 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 475 workers and placed 267 individuals in jobs
- Donated goods and services to needy youth and families through the Children's Fund and provided gifts to 3,421 children during the holidays
- Created business partnerships to provide employment services to an estimated 3,100 youth in the Jobs for Youth program and funded ten stipends with the Summer Employment Program in E. Palo Alto
- Served 105 new clients with 116 claims at mid-year by expanding outreach and enhancing affiliations with the VA Hospital
- Assisted 2,635 children with childcare payments in collaboration with the Childcare Coordinating Council and Professional Association for Childhood Education
- Served an estimated 1,750 new referrals for counseling, support and education services at Family Resource Centers.
- Conducted the countywide homeless census and survey on January 29th and distributed a resource guide on support and emergency services available to homeless persons
- Funded a Homeless Outreach Team (HOT) in the Southern region, through a contract provider, in September 2008 to service Redwood City, East Menlo Park, and East Palo Alto communities
- Collaborated with and provided financial support to the seven Core Service Agencies to deliver safety net services to approximately 35,000 individuals and issued a comprehensive Shelter and Safety Net Services report to the Board of Supervisors
- Convened the Agency's first green collar job summits with staff and industry experts in September to begin a process of creating career paths for clients

Story Behind Performance

Family well-being is an important focus of Prevention and Early Intervention Services that contributes to community well-being. An example of family well-being is childcare payment assistance to eligible families, specifically the percentage of California Work Opportunity and Responsibility to Kids (CalWORKS) participants

who receive the childcare payment assistance benefit. To meet the target of 75%, HSA emphasized reviewing child-care needs with all eligible families when they apply for CalWORKs. Access to child-care through the payment assistance benefit contributes to reducing potential barriers to engagement in approved work-related activities.

The seven Core Service Agencies (CSA) play an important role in either directly providing food and / or shelter assistance to individuals and families or providing referrals to agencies that can meet these safety net needs. Demand for food and shelter needs throughout the county has significantly increased in the last few months due to the economic crisis. For example, the CSAs served approximately 35,000 individuals thus exceeding the target of 25,000 individuals in FY 2008-09. In spite of the peak demand, the CSAs gave assistance to 98% of individuals needing food, thereby exceeding the target of 96%, and to 76% of individuals seeking some level of housing assistance such as motel vouchers and rental assistance that exceeded the target of 65%.

The high cost of living, the recent foreclosure situation, and the increased unemployment rate have all put additional pressure on households who cannot afford housing costs including rental assistance. A comprehensive report to the Board of Supervisors on Shelter and Safety Net Services was delivered on February 10, 2009. Included in that report was a recommendation to develop consistent definitions when collecting data from the Core Service Agencies and shelter providers to ensure that the data being collected is consistent amongst providers.

Providing prevention and early intervention services to individuals and families throughout the county has resulted in positive outcomes this year. Through the Family Resource Center's Counseling and Support Program, 1,750 families were referred to the program and received an array of services to support stabilization of youth in school and families in the community. The Holiday Program, a component of the Children's Fund, was able to do extensive outreach this year and received donations of toys and funds that enabled 3,432 children to receive an array of toys and gifts for this holiday season. Additional staff were hired in the Veteran's Services Office and provided outreach in the community to bring awareness of the eligible benefits to veterans and the community.

Significant challenges face Prevention and Early Intervention Services in meeting priorities over the next two years. A key challenge is to support those community based organizations that provide shelter and safety net services at a time when demand is increasing and fiscal support is limited. Prioritization of the needs and services will be critical to meet expectations and outcomes. Access to affordable housing continues to be a challenge for homeless individuals and families and is also one of the greatest needs identified in the Shelter and Safety Net Report submitted to the Board of Supervisors in February 2009. Preparing for the return of veterans to San Mateo County will require collaborative partnerships with the array of providers serving this population. A top priority for Prevention and Early Intervention is to partner with the countywide economic urgency response initiative, and to collaborate with community based organizations to define and initiate

approaches that meet the increased need for shelter and safety net services.

Major challenges over the next two years will be:

- To sustain funding of prevention and early intervention services
- To maintain ongoing collaborative relationships with an increasing array of community partners, and to respond to and prioritize contract provider and community requests for additional funding regarding the increased demands for shelter and safety net services
- To continue the countywide collaborative effort to support implementation of HOPE, the County's Ten Year Plan to End Homelessness
- To sustain the Family Resource Center model as an approach to delivering prevention services to children and families throughout the county
- To increase awareness and utilization of childcare payment assistance for eligible CalWORKs and foster care clients
- To plan for the expected increase in the number of veterans returning to the county who will need assistance in determination of eligibility for benefits and in linkage to supported services
- To use data and client information effectively, tracking prevention and early intervention services provided and outcomes achieved, to improve data integrity in the areas of shelter services, Core Service Agencies, and Family Resource Centers

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

- Partner with countywide economic urgency response initiative to maximize and leverage resources and collaboration in meeting needs for safety net services
- Develop a continuous quality improvement effort to implement consistent data entry processes utilizing standard definitions of outcomes
- Publish a biannual Community Safety Net report card including the Core Service Agencies and shelter providers to monitor performance outcomes

Continue Progress Toward Ending Homelessness through HOPE by Increasing Housing Opportunities and Supportive Services

- Use results of the 2009 Homeless Census report to prioritize and tailor strategies and efforts for meeting the needs of the homeless population
- 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 to two Homeless Connect events, with one event to assist Veterans

- Ensure all providers utilize the HMIS (Homeless Management Information System) to accurately track homeless services demand, utilization, and outcomes
- Convene a summit of community stakeholders to review results of the 2009 Homeless One Day Census and Survey and to discuss strategies and services for the homeless population

Assist 2,300 Families Referred for Counseling Services at the Family Resource Centers (FRC)

- Increase communication and client referrals between the Psychiatric Social Workers and Benefits Analysts at FRCs to assure all clients are screened for and receive services for which they are eligible
- 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 2,685 Children

- Increase awareness of the childcare payment assistance benefit among eligible CalWORKs families
- Target CalWORKs families who are eligible for but not receiving childcare payment assistance and develop and implement strategies to engage them
- Maintain the existing number of child care slots countywide

Provide Veterans and Their Families with Appropriate Services and Referrals through at Least 200 Initial Contacts

- Increase knowledge of the array of resources among veterans, within HSA, and in the community
- Develop and maintain strong working relationships with providers such as the VA Hospital, Veterans Office in Redwood City, community colleges, and other community partners to facilitate countywide access to services for veterans
- Maintain partnerships with programs that serve veterans such as Workforce Development

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What/How Much We Do (Effort) | | | | | |
| Number of initial contacts made by Veterans | --- | --- | 200 | 200 | 200 |
| Number of families referred for counseling services at Family Resource Centers | --- | 2,302 | 1,750 | 2,300 | 2,300 |
| Number of clients served by Core Service Agencies contracting with HSA: | | | | | |
| - Individuals | 23,413 | 26,000 | 35,000 | 32,000 | 32,000 |
| - Families | 8,480 | 9,664 | 12,000 | 12,000 | 12,000 |
| Number of childcare payment assistance through HSA | 2,859 | 2,765 | 2,635 | 2,685 | 2,685 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of families referred to FRCs who received counseling and other related services from HSA (data development) | --- | --- | --- | --- | --- |
| Percent of children receiving CalWORKs who are eligible and receive childcare payment assistance ⁽¹⁾ | 73% | 71% | 75% | 75% | 75% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| 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 Service Agencies: | | | | | |
| - Food | 99% | 99% | 98% | 97% | 97% |
| - Shelter ⁽²⁾ | 75% | 76% | 76% | 50% | 50% |

⁽¹⁾ Childcare payment assistance begins with the family's entry into the CalWORKS program.

⁽²⁾ 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 Agencies and shelter service delivery terminology.

Prevention and Early Intervention (7500B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 13.0 | 14.0 | 50.0 | 44.0 | (6.0) | 44.0 |
| Funded FTE | 12.2 | 14.0 | 49.0 | 44.0 | (5.0) | 44.0 |
| Total Requirements | 11,819,849 | 11,462,604 | 20,477,223 | 17,330,578 | (3,146,645) | 17,584,877 |
| Total Sources | 8,961,447 | 8,561,618 | 13,115,816 | 10,843,600 | (2,272,216) | 11,030,287 |
| Net County Cost | 2,858,402 | 2,900,986 | 7,361,407 | 6,486,978 | (874,429) | 6,554,590 |
| NCC Breakdown | | | | | | |
| Child Care Services MOE | | | (13,363) | 77,151 | 90,514 | 89,352 |
| Non-Mandated Services | | | 7,374,770 | 6,409,827 | (964,943) | 6,465,238 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,486,978 or 37.4%, of which 99% is discretionary. This discretionary amount includes discretionary services that include Child Care, Motel Voucher program, homeless shelters, Core Service Agencies, Day Worker program, Extraordinary Circumstance funds, and Family Resource Centers.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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: reduction in revenue due to changes in federal regulations; inclusion of merit increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increase in Intrafund Transfer due to new methodology of costing Prevention Management; elimination of one-time Fund Balance; elimination of one-time projects and equipment; and reductions in contracts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (2,590,551) | (925,559) | (1,242,032) | (313,335) | 109,625 | 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. New Core Service Agency (CSA) Funding

A new Core Service Agency has been created to serve residents of Pescadero, La Honda, Loma Mar and San Gregorio. A recommendation to fund Puente de la Costa Sur for safety net services was included in the Shelter and Safety Net Services Report that was presented and

approved by the Board of Supervisors on February 10, 2009. Puente de la Costa Sur will be the eighth Core Service Agency in the county. It is anticipated once CSA contracts are negotiated, the contract costs in FY 2009-10 will be approximately \$847,000.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 25,000 | 25,000 | 0 | 0 | 0 | 0 |

4. Elimination of MOU with Department of Housing (DOH)

DOH will not renew MOU with HSA for the Administration of the Community Development Block Grants (CDBG) and the Emergency Shelter Grant Programs. DOH will absorb all of these functions and will execute direct contract agreements with CDBG recipients.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (540,761) | 586,679 | 0 | 45,918 | 0 |

5. Reduction in Workforce at the Family Resource Centers (FRC)

Four vacant positions have been deleted from four FRC locations: one Social Work Supervisor; two Psychiatric Social Worker IIs and one Office Assistant II. Two Psychiatric Social Worker II positions will transfer to Child Welfare Services (CWS). This will reduce Prevention and Early Intervention FRC staffing from 19 to 13 and will affect FRCs located at Pescadero, Bayshore, Jefferson and Garfield.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (642,102) | 0 | 0 | (642,102) | (6) |

6. Community Capacity Program Contract Reductions

To address a portion of the agency budget shortfall, the following contracts have been eliminated: the Daly City Collaborative contract for \$244,405; the Kennedy Site Coordinator contract for \$28,419; the CORA Emergency Response contract for \$92,610; and the YFES Healthy Homes Program contract for \$42,436. Minimal impact is anticipated to the community.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (20,000) | (407,870) | 0 | 0 | (387,870) | (6) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,272,216) | (2,491,292) | (655,353) | 0 | (874,429) | (6) |

FY 2010-11 Program Funding Adjustments

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

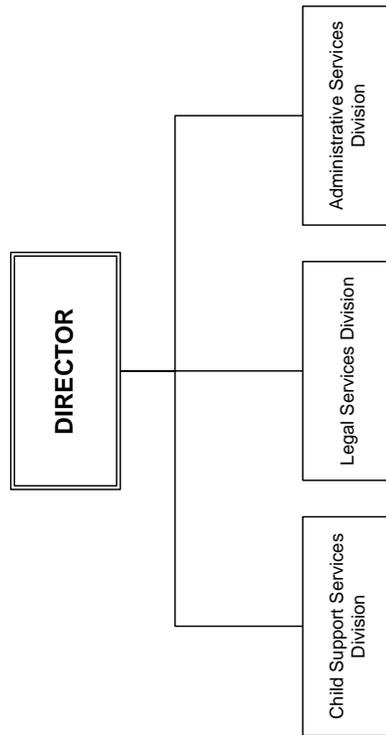
1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: negotiated labor increases; inclusion of merit increases; increases in Intergovernmental Revenue commensurate with increased labor costs; reductions in Fund Balance used for one-time expenditures and decreased reimbursements to labor costs that are transferred to other programs within the Agency.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 186,687 | 322,379 | 186,687 | 322,379 | 67,612 | 0 |

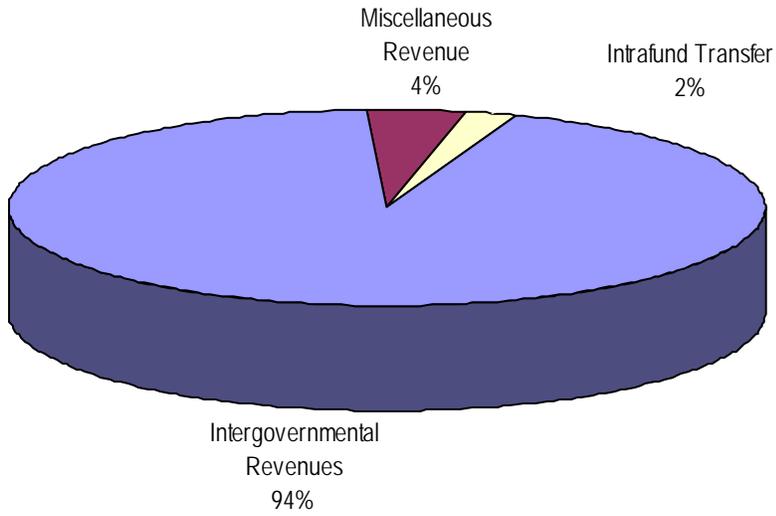
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DEPARTMENT OF CHILD SUPPORT SERVICES

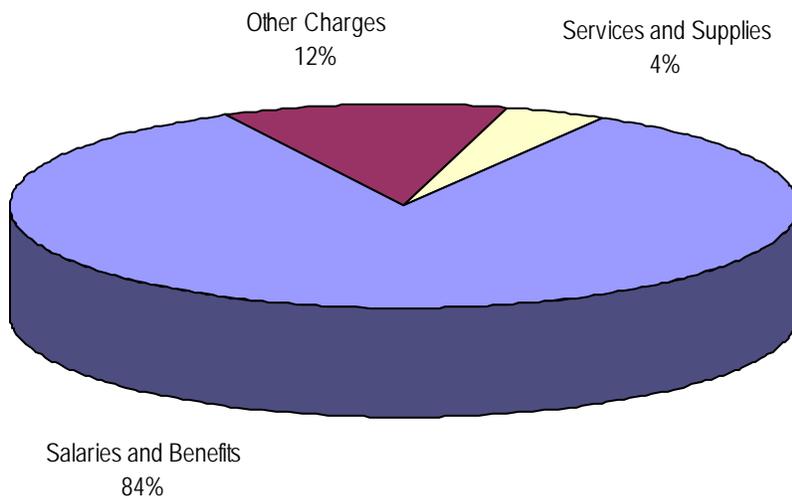


Department of Child Support Services

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



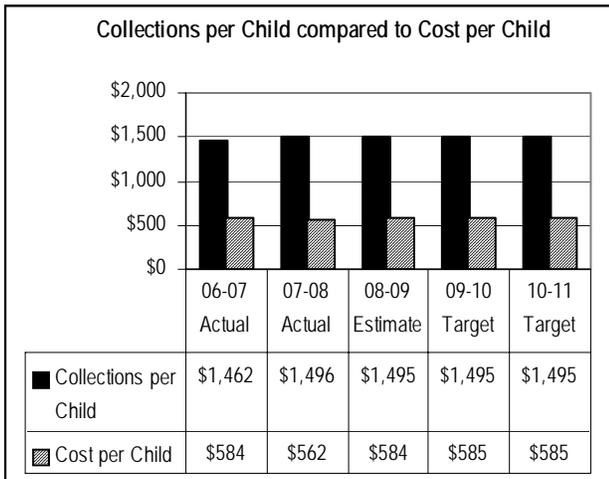
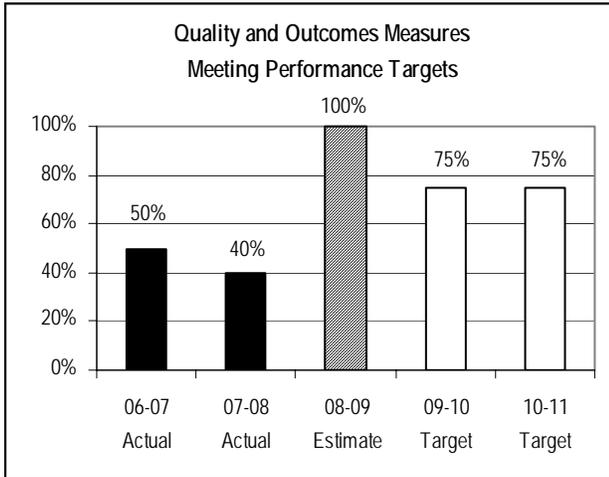
Department Locator

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 2000–2008)

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 get financial support and are denied many social benefits. In San Mateo County 1,364 children had paternities established in Federal Fiscal Year (FFY) 2007-08. These children now have access to family health information, access to their father’s social security benefits, and are entitled to financial and medical support from both parents.

- **Financial Support Orders**
The Department establishes the amount of child support a non-custodial parent owes via a court order. In FFY 2007-08, 893 financial support orders were established, which contributed to the financial well-being of over 14,000 families. Through the establishment of these orders, approximately 13,783 children in the county now have access to benefits associated with the establishment of paternity and the financial and medical support of both parents.

- **Collection and Distribution of Child Support**
The Department continues to collect child support from parents that voluntarily pay and takes steps to enforce orders when parents do not pay. These efforts resulted in collections of approximately \$29.3 million in FFY 2007-08. Of that total, \$10 million went directly to former welfare families, which will help them remain self-sufficient. The \$29.3 million includes \$2 million in welfare recoupment that was returned to the federal, state, and county governments, and \$17.3 million in payments to children that have never before received county aid.

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 Partnerships**
In support of the county's adoption of the Children's Bill of Rights, the Department has teamed up with the San Mateo County Fatherhood Collaborative and the Wells Fargo Community Development Office to develop a financial skills workshop for youth. The goal of the workshop is to educate youth about personal financial responsibilities and promote the importance of responsible adulthood. The workshop will focus on teaching youth about developing a personal budget, balancing a checkbook, managing debt / credit, and how to save for the future. This partnership is part of the Department's early intervention and prevention effort aimed at increasing future compliance with court ordered child support obligations. The first workshop will be piloted at El Camino High School in South San

Francisco as part of the school's Health classes and incorporated into their curriculum.

Successful Re-entry

Child support can be a barrier to former inmates as they attempt to re-enter the community and find employment. The Department is partnering with the East Palo Alto Re-Entry Program conducting training for re-entry counselors on child support program policies and regulations. The goal is to educate counselors to enable them to work collaboratively with our agency and other child support agencies throughout the state. This partnership can assist former inmates with a suspended driver's license, options to modify their court order, or assist to apply for a state program to compromise arrears. The outcome is better-informed parents that are subsequently better able to comply with child support obligations when they are released from prison.

Administrative Modifications

SB 1483 established a child support pilot project for the counties of San Mateo, Orange, Alameda, Santa Clara, and Fresno. The bill authorized the court in these counties to modify a child support order administratively. The criteria for modifying cases using this model was agreed upon by the Department, local Courts, Family Law Facilitator, and other stakeholders. Phase one of the pilot focused on orders requiring health insurance. It also focused on situations where monetary amounts were set to zero because the obligor was incarcerated or disabled. Preliminary results for phase one reflect significant savings compared to the traditional judicial process. Costs are expected to be as much as 45% less, with a reduction of 21% in staff time needed to prepare these cases.

JobTrain

The Department partnered with JobTrain, formerly known as OICW, this year 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 now referred to JobTrain 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. The Department hopes this connection will result in more support from obligors and payments to families in these difficult times. Preliminary data indicates that obligors that cooperate with JobTrain are better able to meet their child support obligation. Currently 70% of the obligors referred are working toward completing training or seeking employment.

Bench Warrants

Last year the Department partnered with the District Attorney's Office to have 68 outstanding Civil Bench Warrants worked. A total of 63 obligors were arrested on outstanding child support warrants resulting in \$83,000 in child support payments that, otherwise, would not have been collected. In addition, the Department worked to modify support when appropriate or

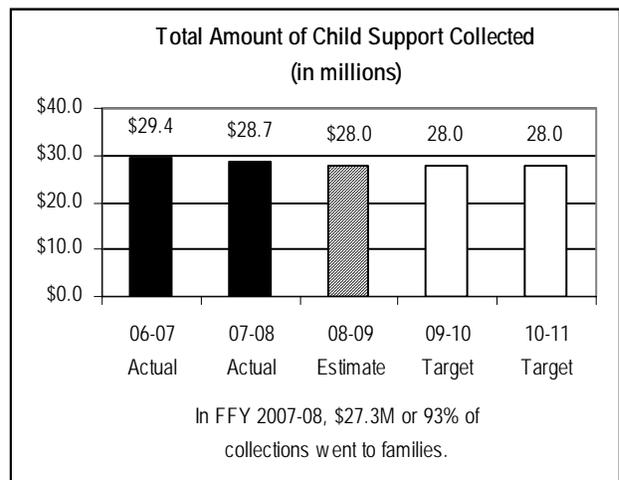
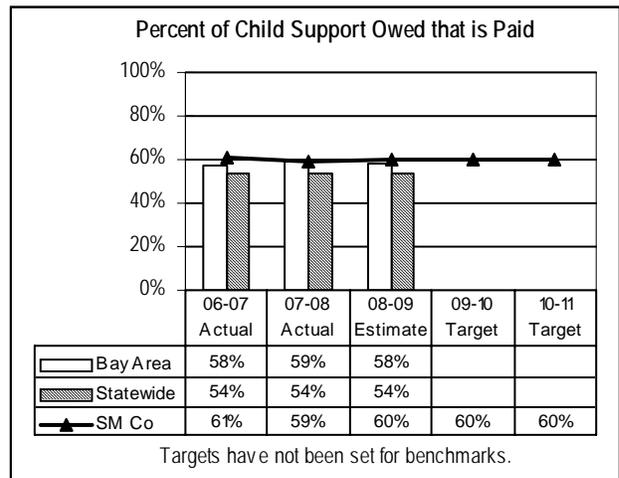
asked by the Court to order the obligor to participate in the JobTrain program.

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. At the close of FFY 2007-08, the Department had established 7,945 medical support orders that improve healthcare for children and reduces government costs by providing private insurance for many children that were formerly on Medi-Cal.

Headline Measures



Services and Accomplishments

The Department of Child Support Services primarily contributes to the Shared Vision of a Prosperous Community by 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

- Received collections of \$29.3 million while diverting staff and resources toward certification of the new California Child Support Automated System and post-conversion activities
- Ranked among the top performing medium size California counties in the collection of current support and percent of cases with payments on arrears
- Increased the percentage of cases paying towards arrears by 1.7%
- Answered 58,000 calls while maintaining wait times of less than 90 seconds
- Successfully transitioned to the Statewide Interactive Voice Response system-clients can now obtain appointment times, court hearing dates and times, and basic payment information through the enhanced phone system without speaking to a call center representative

COLLABORATIVE COMMUNITY

- Continued offering mediation of access and visitation issues to clients through the Peninsula Conflict Resolution Center's (PCRC) Family Mediation Program
- 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

HEALTHY COMMUNITY

- Ranked the number one county in California for cases with health insurance provided as ordered by the Court

Story Behind Performance

The Department has maintained high overall performance levels despite seven consecutive years of flat or reduced funding from the State of California. The Department is always exploring new and creative ways to increase collections no matter the economic climate.

As indicated in the, "Comparison of Child Support Owed that is Paid" measure, the Department continues to outperform its Bay Area and statewide benchmarks in terms of the percentage of current child support payments owed that are paid. The total amount of child

support collected, remained relatively flat at \$29.3 million for FFY 2007-08. This is a significant accomplishment given the Department's reallocation of existing resources dedicated to post conversion activities, certification efforts for the California Child Support Automated System (CCSAS), the economic downturn, and continued flat or reduced funding. In order to maintain overall performance, the Department focused on realigning the business model and implementing policies and processes to improve overall performance. The Department developed a new training curriculum for employees to improve worker performance and program efficiency. Part of the process is the implementation of an Early Intervention and Arrears Prevention Strategy for new obligors. This new process requires staff to leverage some new and traditional case management tools. In addition, the Department has implemented an outbound dialer that will automate out going calls to recently served obligors to increase their cooperation with the order establishment process. The Department has also invested in a dedicated interactive voice response system to field returned calls from recently contacted obligors in an expedited manner. These new tools complement traditional approaches that include proactive communication via the telephone and mailers. The intent is to engage the parent early on in the process, reduce the number of orders obtained by default and increase the likelihood of compliance. Efforts were continued to conduct delinquent outbound dialing campaigns to remind parents who are 60 days or more overdue that a payment has not been received. In addition, workers have started a Cold Case Investigation (CCI) campaign to call non-compliant obligors to determine why they are unable to make their child support payments, working with them to establish a repayment plan or determine if the orders need to be modified. The Department also continues to participate in the SB 1483 Administrative Modification Pilot, a process that has been leveraged for simple modifications that enables attorneys and staff to focus on more complex cases.

In a continued effort to increase client access to child support information, the Department transitioned to the statewide Enterprise Customer Service Solution (ECSS) on August 25, 2008. The goal of the project was to create 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 system allows clients to access appointment information, court hearing dates, and payment information without having to speak with a customer service representative. These new systems, when fully optimized, will create new opportunities for the program and clients.

While the Department is taking proactive steps to improve overall performance, the economy and the state's high unemployment rate can affect child support payments received. When comparing January of '09 to January of '08, there is a decrease of about a little over one percent in collections.

The amount of child support is set by a Family Law judge based on a parent's gross monthly income. If that income changes, the parent can ask for the payment amount to be changed. We know anecdotally from the Court and attorneys that we are experiencing

higher requests for the review and modification of orders from parents who have lost their jobs seeking a change in their payments.

Now that all 58 counties are on one system, the Department sees opportunities to provide better customer service, promote statewide consistency in the program, and maximize cost-effectiveness. The Department's goal this past year and in the future is to proactively manage the program in an effective and efficient manner to the benefit of the children and families of San Mateo County.

Major Issues to be Addressed

- **Challenges in State Funding**—In 1999, the Legislature reorganized the California child support program and created a state oversight agency. 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 seven consecutive years of flat funding from the state. As of February 2009, 6% of positions were vacant. Permanently filled positions have decreased almost 25% from an average of 130 in 2002 to 98 in 2008. With 86% of annual expenditures allocated for salaries and benefits alone there are minimal savings that can be identified in other areas of the budget. These remaining monies are necessary for all other needs of the Department including rent, supplies and maintenance. With the support of the Board of Supervisors and County Manager's Office, the Department is working with the California Child Support Director's Association to increase the Department's budget allocation. The Governor's proposed budget recommends an \$18.7 million augmentation to the program statewide. If the proposed augmentation is left intact through the upcoming State Budget Hearings, the Department's allocation is \$309,262. The Department will continue to evaluate service levels, service delivery models and explore ways to leverage economies of scale and other solutions until budget issues are resolved.
- **Evolution of Program Focus**—In FFY 2007-08, there were over 14,000 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 2007-08, \$27.3 million or 93%, of child support collections were distributed directly to families. The Department's collections provide real gains in household income for families.

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:

- Analyze current business model for order establishment: March 2008 – January 2009
- Develop recommendations: January 2009 – June 2009
- Implement adopted plan: July 2009
- Evaluate the plan on an ongoing basis

Partners:

- Superior Court
- Human Services Agency
- Other local child support agencies
- Community based and non-profit organizations

FY 2009-10 Budget Impact:

No additional budget impacts are expected. The Department will reallocate existing resources to align with this initiative.

2. Community Education and Awareness

Alignment to Shared Vision:

- Prosperous Community
- Collaborative Community

Major Issue to be Addressed:

- During the economic downturn the community has an increased need for child support services. The Department's Community Education and Awareness Campaign seeks to promote free services to economically fragile families and laid off workers who are struggling to comply with court ordered child support obligations.

Goals:

- Act as a safety net for economically fragile families by creating real gains in household income

- Increase the communities awareness regarding the services provided by the Department of Child Support Services during these difficult economic times
- Expedite modification of existing child support orders for recently unemployed obligors
- Reduce the number of court orders established via Default Judgment and increase the number of cooperative stipulations agreed to by obligors
- Engage in a Best Practices Review with the order establishment process and prepare a comprehensive report with specific recommendations by June 2009

Objectives:

- Enhance the Department's public education and awareness campaign to fit the current needs of the community due to the economic downturn
- Foster relationships with community based and non-profit organizations to raise awareness of child support services within their populations
- Work collaboratively with financial institutions to provide community workshops that focus on preparing our youth for the financial responsibility of adulthood
- Reduce potentially uncollectable child support arrears
- Increase the likelihood for compliance by ensuring child support orders are appropriate and established based on the obligor's current income capacity
- Increase overall awareness of the Department's services for those in need

Major milestones:

- Enhance the Department's ongoing public education and awareness campaign to fit the current needs of the community due to the economic downturn
- Provide ongoing training to Community and Faith-Based Organizations regarding available services
- Partner with a financial institution to provide financial workshops on personal financial management to youth by June 2009

Partners:

- Fatherhood Collaborative of San Mateo County
- East Palo Alto Re-Entry Program
- Free At Last of East Palo Alto
- Veteran's Administration
- Wells Fargo Community Development Office
- Youth Commission
- Schools in San Mateo County

FY 2009-10 Budget Impact:

No additional budget impacts are expected. The Department will reallocate existing resources to align with this priority.

Other Significant Department Objectives

The Department of Child Support Services will meet performance targets by doing the following:

Increase Percentage of Cases with Orders

- Establish realistic orders that increase the probability of collection
- Streamline business processes to expedite establishment of new court orders

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What/How Much We Do (Effort) | | | | | |
| Number of child support cases | 13,955 | 14,021 | 14,000 | 14,000 | 14,000 |
| Total number of medical support cases | 7,103 | 8,524 | 8,000 | 7,000 | 7,000 |
| Total number of children served in current, arrears, and medical case categories | 19,515 | 19,629 | 19,700 | 19,500 | 19,500 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Total amount of child support collected (in millions) | \$29.4 | \$28.7 | \$28.0 | \$29.1 | \$28.0 |
| Percent of cases with orders for child support | 86% | 84% | 85% | 84% | 84% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of dollars of current child support owed that is paid | | | | | |
| - San Mateo County | 61% | 59% | 60% | 60% | 60% |
| - Bay Area average ⁽¹⁾ | 58% | 59% | 58% | --- | --- |
| - State average ⁽¹⁾ | 54% | 54% | 54% | --- | --- |
| 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% | 49% | 52% | 47% | 47% |
| Percent of former and never assisted cases receiving a current child support payment | 79% | 79% | 76% | 80% | 75% |

⁽¹⁾ Data available following close of the federal fiscal year.

Department of Child Support Services (2600B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 10,998,958 | 11,026,033 | 10,896,949 | 11,166,466 | 269,517 | 11,166,466 |
| Miscellaneous Revenue | | | 500,000 | 500,000 | | 945,068 |
| TOTAL SOURCES | 10,998,958 | 11,026,033 | 11,396,949 | 11,666,466 | 269,517 | 12,111,534 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 8,758,590 | 8,561,142 | 9,800,190 | 10,038,623 | 238,433 | 10,670,279 |
| Services and Supplies | 633,029 | 1,031,284 | 544,419 | 498,650 | (45,769) | 498,650 |
| Other Charges | 1,607,339 | 1,409,334 | 1,302,340 | 1,379,193 | 76,853 | 1,421,882 |
| Fixed Assets | | 24,274 | | | | |
| Gross Appropriations | 10,998,958 | 11,026,033 | 11,646,949 | 11,916,466 | 269,517 | 12,590,811 |
| Intrafund Transfers | | | (250,000) | (250,000) | | (479,277) |
| TOTAL REQUIREMENTS | 10,998,958 | 11,026,033 | 11,396,949 | 11,666,466 | 269,517 | 12,111,534 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 102.0 | 98.0 | 98.0 | 92.0 | (6.0) | 92.0 |
| Funded FTE | 100.8 | 96.7 | 97.2 | 91.0 | (6.1) | 91.0 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources increased by \$269,517 or 2.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$269,517 in this funding source due to an augmentation in funding to support Early Intervention Programs within the Department. Included in the amount is a subsequent reduction in Electronic Data Processing (EDP) funding. Both funding sources are through the California Department of Child Support Services and resulted in an overall increase of 2.5% in this category.

TOTAL REQUIREMENTS

Total Requirements increased by \$269,517 or 2.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$238,433 in this expenditure category due to annualized labor increases and anticipated expenditures in extra-help and overtime for targeted performance improvement projects such as early intervention efforts.

Services and Supplies

There is a decrease of \$45,769 in this expenditure category due to an overall reduction in operating costs including general supplies and employee travel. The Department realized savings in this category by utilizing information via a locate system, a system funded by the California Department of Child Support Services, that provides access to public records.

Other Charges

There is an increase of \$76,853 in this expenditure category primarily due to an increase in county facility rental charges, as well as increases in automation services due to initial one-time costs for single sign on enhancements for countywide and department-specific systems.

NET COUNTY COST

The Department's FY 2009-10 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources increased by \$445,068 or 3.8% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Miscellaneous Revenue

There is an increase of \$445,068 in this funding source due to an increase in federal match of local funds submitted to the Federal Financial Participation (FFP) program.

TOTAL REQUIREMENTS

Total Requirements increased by \$445,068 or 3.8% 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 \$631,656 in this expenditure category due to annualized labor increases and additions in retiree health costs.

Other Charges

There is an increase of \$42,689 in this expenditure category due to anticipated increases in county facility rental charges.

Intrafund Transfers

There is an increase of \$229,277 in this expenditure category due to anticipated increases in the use of local matching funds to draw down federal match dollars as part of the Federal Financial Participation (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.

Department of Child Support Services (2600B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 102.0 | 98.0 | 98.0 | 92.0 | (6.0) | 92.0 |
| Funded FTE | 100.8 | 96.7 | 97.2 | 91.0 | (6.1) | 91.0 |
| Total Requirements | 10,998,958 | 11,026,033 | 11,396,949 | 11,666,466 | 269,517 | 12,111,534 |
| Total Sources | 10,998,958 | 11,026,033 | 11,396,949 | 11,666,466 | 269,517 | 12,111,534 |

Discretionary Net County Cost

The Department's FY 2009-2010 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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: increase in extra-help and overtime costs for targeted performance improvement projects focusing on proactive, consistent communication and education with clients to establish a collaborative working relationship with staff and increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and increases have been partially offset with reductions in operating costs including: postage and mailing, contracts and printing. Revenue adjustments reflect a net 2.5% augmentation from the California Department of Child Support Services for Early Intervention Projects.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 269,517 | 831,795 | 0 | 0 | 562,278 | 0 |

2. Reduction in Workforce - Elimination of Six Vacant Positions

The Department will eliminate the following vacant positions to align the Department's budget with its state funding allocation: one Child Support Services Manager, one Child Support Supervisor, one Public Services Specialist, two Fiscal Office Assistants II, and one Office Assistant 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 | (562,278) | 0 | 0 | (562,278) | (6) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 269,517 | 269,517 | 0 | 0 | 0 | (6) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 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: increases in retirement and retiree health contributions; and anticipated increases in facility rental charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 674,345 | 0 | 0 | 674,345 | 0 |

2. Federal Financial Participation Match Program

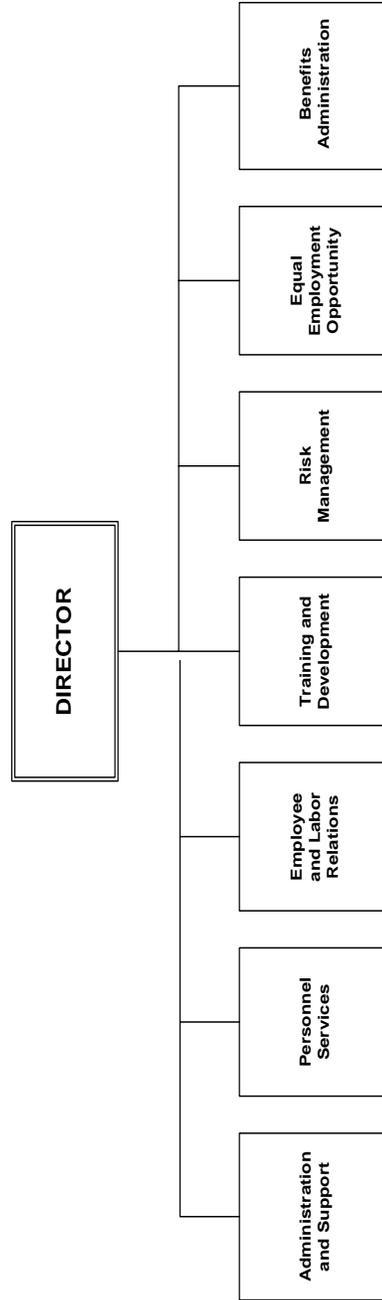
The Department will increase its use of local funds to draw down federal dollars in the Federal Financial Participation (FFP) program in order to meet increased expenditures. The Department has made extensive position and operational cost reductions in the budget that have had minimal impact on performance and services to clients. Without additional funding from the state, the Department must examine other ways to meet increased costs including shared services agreements with other child support agencies or face reduction in expenditures that will negatively impact performance. The Department will negotiate these issues with the California Department of Child Support Services in FY 2009-10.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 445,068 | 0 | (229,277) | 0 | (674,345) | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

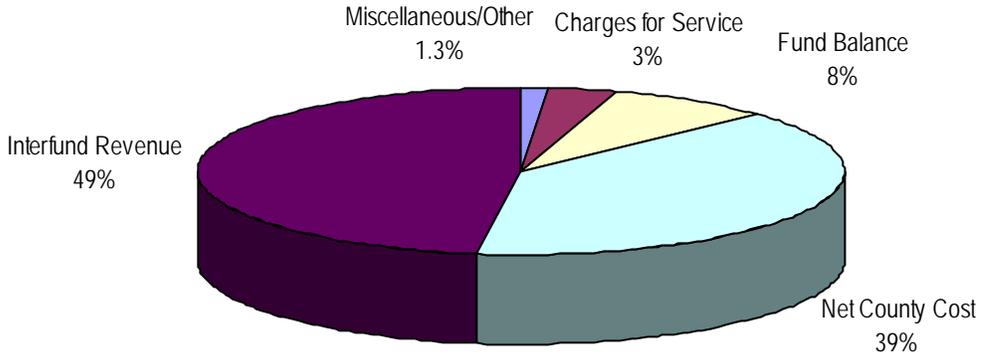
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 445,068 | 674,345 | (229,277) | 0 | 0 | 0 |

HUMAN RESOURCES DEPARTMENT

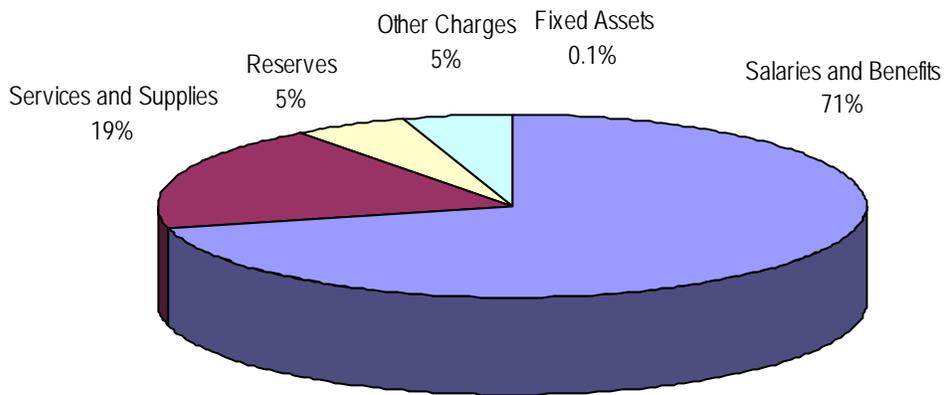


Human Resources Department

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



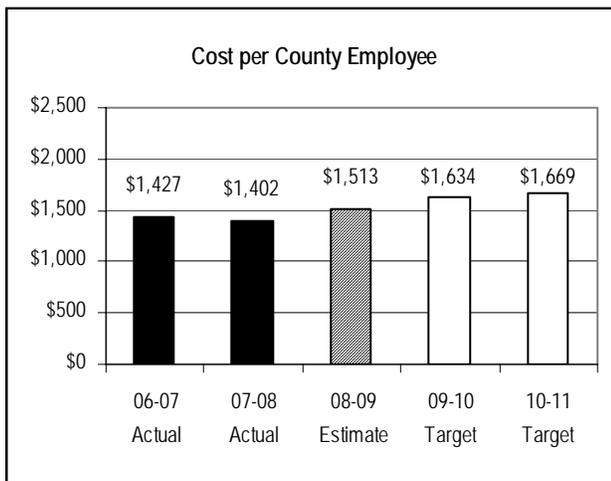
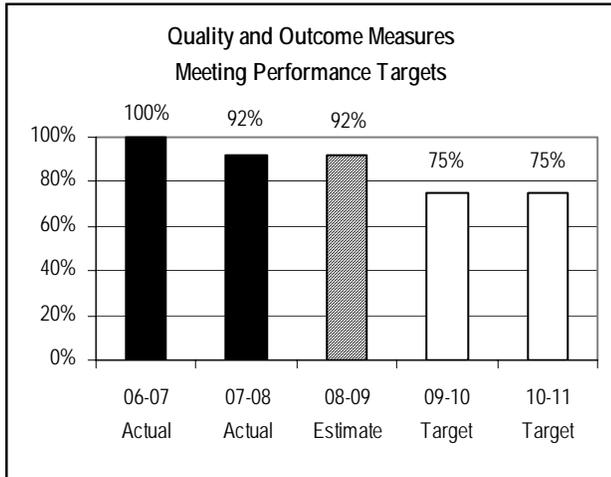
Department Locator

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 2000–2008)

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

- Recruitment, Selection and Retention Programs**

The Human Resources Department strives to be an employer of choice by promoting a work environment that embraces change and innovation, champions employee development, demonstrates a commitment to public service, encourages teamwork and communication, and produces quality results. The County offers an array of services including: Tuition Reimbursement; Wellness / Health and Fitness 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; and comprehensive training programs. Other strategies employed by the Department to attract and retain employees include developing a marketing program to attract individuals to the County, implementing a coordinated internship program, updating hiring and recruitment processes, and offering leadership development programs.
- Automated Services**

Expanding automation services continues to be a goal for the Department. Major initiatives undertaken during the last few years have included: online employment applications; online

requisition certification; Tuition Coach which allows employees with college-bound dependents to obtain financial information and other information about colleges; and worked with the Controller's Office and Information Services to upgrade the personnel and payroll system and implement the County's Automated Time Keeping System. Other automation efforts have included the implementation of a web-based Learning Management System (LMS), electronic customer surveys and enhanced web services and communication. The review of the County's Human Resources Information Systems is anticipated to integrate services and increase self-service capabilities.

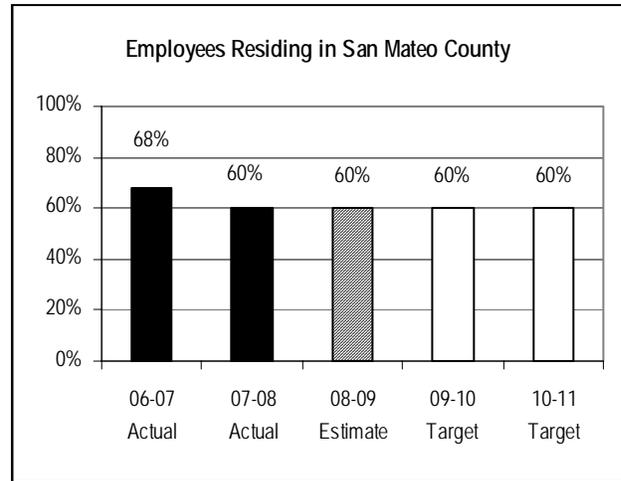
Employee Development

The Human Resources Department has implemented several employee leadership development programs, including: Management Development Program; Executive Leadership Academy; Leadership Forums; on-site Masters degree program; Bachelors degree programs; and accelerated Associate of Arts degree program in conjunction with local colleges. Most recently, the Department created and implemented training for employees on core competencies and established a new supervisory academy to expand supervisory skills.

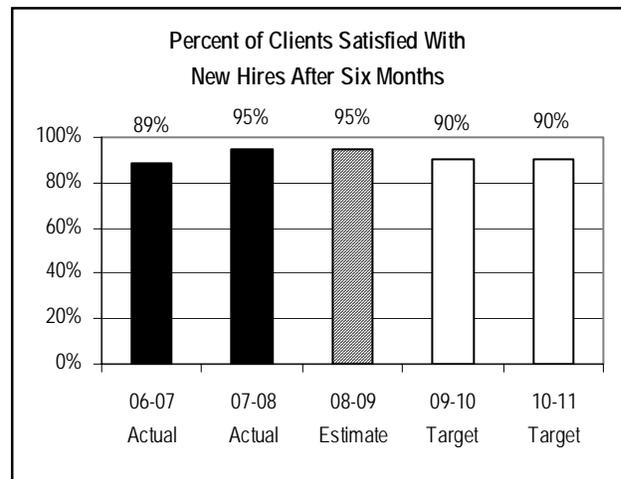
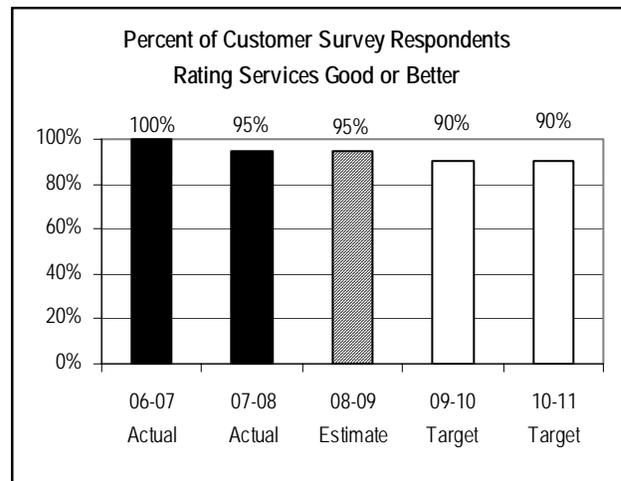
COLLABORATIVE COMMUNITY: Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

Strategic Partnerships

The Human Resources Department provides collaborative and responsive services to County departments and other stakeholders. Beginning in FY 2006-07, the Department compiled and presented annual Workforce Planning Reports for all departments which includes employee demographics. These reports provide departments with the tools needed to identify their current and future workforce needs, including staffing and retention strategies. Other partnerships include: training services provided to cities, special districts and non-profits; collaborative efforts with health care providers to improve employee health and manage healthcare costs; and support and collaboration provided to the Commission on the Status of Women, which seeks to improve the quality of life for women and families in San Mateo County. The Human Resources Department also collaborates with California State Association of Counties (CSAC) Institute for Excellence in County Government, International City / County Management Association (ICMA)-Preparing the Next Generation, and ICMA-Coaching Program that includes participation in Hiring 2.0, a best practices guide to hiring and employee retention programs. The Department is currently working on developing a consortium with cities to provide employee training services.



Headline Measures



Services and Accomplishments

The Human Resources 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

- Designed and presented countywide and department-specific training sessions on requested Employee / Labor Relations topics including Corrective Action, Performance Evaluations, Labor Relations Basics, Performance Management and Ethics as well as developed several new safety training courses including CPR, back safety lifting and ergonomics
- Developed an "Employee Spotlight" on the County's website highlighting the diversity of services provided by County employees
- Implemented Deferred Compensation Loan Program to assist employees in meeting their financial obligations as well as developed a retiree health savings account program
- Expanded greening efforts by converting training catalog into "Career Development Guide" to support County's succession efforts and implementing several Electronic Document Management System initiatives, including a pilot with the Department of Child Support Services to convert Civil Service/Personnel Files into electronic format
- Initiated a HRIS (Human Resources Information System) assessment to assist with the compilation of employee data and reporting
- Installed an electronic kiosk to allow potential candidates to apply online

COLLABORATIVE COMMUNITY

- Renegotiated property and medical malpractice insurance premiums at lower rates
- Held several Farmers Markets to promote healthy eating habits for County employees
- Received FIT Business Award, platinum level, as an employer that champions employee health
- Received a STARS Award for outstanding customer service for the Recruitment and Selection Program and an honorable mention for exceptional program performance for the Employee Health and Fitness Program
- 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, and co-sponsored a Women's Health Conference, which attracted over 500 individuals

Story Behind Performance

The Human Resources Department monitors and evaluates its performance on a regular basis. This fiscal year, the Department conducted planning and priority setting sessions with all staff and identified key stakeholders, completed an environmental scan/assessment, identified accomplishments, established priorities and reviewed performance measures. In addition, staff reviewed the Department's FY 2008-10 strategic plan to evaluate progress. This plan sets the vision, goals, priorities and measurement of success for the Department, which are in alignment with the County's Shared Vision. The Department's primary goals are to: champion career and professional growth; create and enhance strategic partnerships; anticipate and meet the needs of the workforce and families; value, encourage and support a diverse workforce; continually improve organizational effectiveness; and enhance services through technology.

Working collaboratively with key partners is of vital importance, especially in light of the recent economic downturn. The County's hiring freeze, which requires departments to maintain a minimum 5% vacancy rate, as well as the reduction in financial resources, have put departments in the position of needing to continue to provide excellent service despite declining resources. The Human Resources Department is developing a comprehensive approach to address the challenges facing all departments.

Notwithstanding the reduced number of recruitments, the applicant pool is anticipated to increase by over 15% compared to the prior fiscal year primarily due to marketing efforts and the increasing statewide unemployment rate. This trend will likely continue through FY 2009-10. The Department will identify opportunities to reduce testing costs including having internal staff proctor exams and utilizing community buildings for testing locations. The number of new hires, promotions, and extra-help are anticipated to decrease in the current fiscal year as a result of the County's hiring freeze. However, extra-help will likely increase in FY 2009-10 as departments utilize this option to meet workload demands.

A total of 95% of hiring managers surveyed indicated satisfaction with new hires, representing an increase of six percentage points compared to the prior fiscal year. The high level of satisfaction with new hires will likely continue due to the Department's recent efforts to streamline the recruitment process. In FY 2008-09, the Department conducted focus groups with new hires to obtain feedback on the recruitment process, implemented a Training and Experience process, and a single component written examination process. These strategies resulted in the ability to effectively assess the knowledge, skills and abilities of applicants, eliminated the need for lengthy panel interviews and decreased the time to complete an external recruitment. In FY 2007-08 the number of working days to complete an external recruitment took an average 45 days. In FY 2008-09, this time was reduced to 35 working days.

Overall satisfaction with services continues to be strong with 95% of customers rating services good or better. The Department's customer base has been expanded to include customers receiving benefits, such as retirees and active employees; employee and labor

relations; risk management; equal employment opportunity; and classification and compensation services. In FY 2007-08 the Department received over 3,500 surveys, which was 2,800 more than FY 2006-07. The same level of response is anticipated in FY 2008-09 and FY 2009-10. The Department continues to actively seek ways to improve services and share expertise with departments including participating in management reviews, workload analyses, organizational design, and compensation and classification studies. The Department meets with all departments on an annual basis and provides them with a customized Workforce Planning Report that highlights key human resources indicators to assist them in their workforce management and strategic planning processes. Other efforts to enhance customer service include the relocation of HR staff to consolidated office space resulting in improved accessibility, streamlined support services, and efficiencies.

The County's turnover rate is anticipated to decrease from 8.8% to 7.0% in FY 2008-09. Factors for this decline are attributed to the County workforce planning efforts as well as the economic outlook. The County's turnover rate is in alignment with other jurisdictions as measured by International City / County Management Association (ICMA). Employment complaints have remained relatively low during the fiscal year but will likely increase in FY 2009-10 as a result of the labor market and employees utilizing all available options to retain employment. The complexity of the cases also has grown due to expanded employment laws, requiring additional staff time to resolve issues. Of complaints received, over 90% are resolved prior to formal process. Equal Employment Opportunity (EEO) and Employee and Labor Relations staff make every effort to provide departments and employees with information about EEO and employee relation policies through consultation, training and online resources. In addition, data is compiled for each department on an annual basis that provides them with information about the types of cases referred and how each case was resolved.

In FY 2007-08, over 500 managers and supervisors received training on preventing harassment in the workplace. This training will be offered again in FY 2009-10. The Department has been working with all departments to ensure compliance with the County's 20-hour training requirement for all employees. In addition, the Department works to prioritize training courses based on the needs of the organization and employees. The percent of training participants utilizing skills or reporting change in behavior after attending training classes remains strong with at least 90% of participants reporting that they are utilizing new strategies after attending a training course.

Major Issues to be Addressed

- **Declining Financial Resources**—The Human Resources Department will need to develop 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 and benefits and expand organizational development / change management courses as well as identify solutions to meet decreased funding levels.

Costs, especially in the area of health care, are also anticipated to continue to rise. 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.

- **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 from the first phases of planning 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, which is composed of management, represented employees, and labor.
- **Integrating Countywide Applications**—Implementing all phases of the Learning Management System, including succession management, assisting the Controller's Office in the implementation of additional phases of the Automated Time Keeping System and conducting a 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 to take their place

- Middle management level positions have been reduced, eliminating a logical succession planning source
- Insufficient resources have been allocated to identify and develop future leaders and the County is currently faced with a structural deficit

Goals:

- Develop and implement a robust succession planning program to assure that high potential employees are developed to fill key leadership vacancies
- Recruit and retain a workforce that reflects the diversity in the County
- Promote the County as an employer of choice
- 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
- Increase the types of training courses offered to staff
- Hire key personnel prior to departure of the incumbent
- Increase the number of qualified applicants
- Increase the number of employees with development plans that include the integration of core competencies
- Increase percent of managers satisfied with new hires
- Increase percent of employees meeting the 20-hour training targets

Major Milestones:

In FY 2008-09:

- In collaboration with the Succession Planning and Implementation Committee and the County Manager's Office, prepared and presented a countywide Workforce and Succession Management Program Report
- Expanded use of managers, supervisors, and retirees who conduct training
- Initiated an Employee Development Plan pilot
- Implemented an automated 360 degree feedback tool
- Expanded the number of training courses offered by Training and Development
- Developed and implemented an academy entitled "Fundamentals of First Line Supervision"
- Developed and implemented a marketing plan to attract candidates new to the workforce to public service
- Coordinated quarterly Leadership Forum sessions for managers and supervisors
- Partnered with colleges and universities to offer BA and MPA programs

- Conducted focus groups with new employees and explored suggested improvements to the hiring process
- Updated several written examinations to ensure qualified applicant pool

By June 2010:

- Allocate sufficient funding to implement a comprehensive Workforce and Succession Management program
- Conduct a countywide training needs assessment that includes the use of focus groups
- Review the use of video conferencing and other technologies as part of the interview process
- Implement a certificate program for government services at community colleges
- Implement internship, shadowing, and rotational programs
- Expand the use of Employee Development Plans (EDP) countywide
- Implement rotational opportunities for key positions to support career development
- Automate the Tuition Reimbursement Process
- Develop pod casts and identify other collaborative technology to enhance recruitment opportunities and visibility
- Coordinate the Management Talent Exchange Program (MTEP) in order to develop talent
- Implement a comprehensive internship program for emancipated foster youth

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 2009-10 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 such as rotational and mentoring programs, coordinated internship program, County employee develop plans roll out and multi-media training tools. Costs and offsets for the coordination of the MTEP and the Foster Youth Internship Program have been included in the FY 2009-10 budget.

2. Develop and Implement Strategic Approaches to Enhance Organizational Effectiveness

Alignment to Shared Vision:

- Prosperous Community
- Collaborative Community

Major Issues to be Addressed:

- The County's financial condition requires the Human Resources 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
- Align employee performance goals 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 opportunities for fee-for-service opportunities, e.g., training services

Major Milestones:

In FY 2008-09:

- Prepared Workforce Planning Reports for all departments that included employee demographics, e.g., turnover rates, vacancies, new hires, EEO, ER and retirement eligibility
- Expanded customer surveys to include the following programs: Recruitment and Selection, Risk Management, Employee and Labor Relations, Benefits and Training and Development
- Established a Wellness Policy to assure a healthy and supportive work environment in collaboration with the Health System
- Expanded collaborations with Health Plans and/or Medical Groups by using health plan data and cost trends, identify and develop demonstration project(s) that improve health status, health outcomes, and health care utilization

By June 2010:

- Develop a comprehensive employee performance planning program
- Develop training program on employee transition program to prepare for staffing reduction/layoffs
- Offer internal rotational opportunities to handle employee and labor relations cases
- Identify opportunities to provide change management and organizational development for departments either through use of external consultants, employee assistance program or train managers on effective change management with the train-the-trainer approach
- Expand computer based online training opportunities to increase the level of training participation
- Meet with all County departments annually to discuss Human Resources strategic approach
- Increase knowledge of department and agency operations by Human Resources staff
- Create a resource and staffing plan to support demands in services and establish a new funding model to account for and support enhanced Human Resources services provided to other departments and community partners
- Develop a repository of departmental best practices in the area of employee relations, including shift bidding, assigning work out of class and vacation bidding
- Study feasibility of a countywide consortium with cities to provide employee training services
- Strengthen Youth Partnerships by implementing a foster youth employment program, a regional internship program, and paid leave policy for mentoring youth

Partners:

- County Manager's Office
- All County departments
- Community

FY 2009-10 Budget Impact:

No direct costs to the Human Resources Department anticipated at this time.

3. Collaborate with Partners to Create a Sustainable Compensation Program

Alignment to Shared Vision:

- Prosperous Community
- 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 Absence program 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:

In FY 2008-09:

- Issued a Deferred Compensation Request for Proposal (RFP) resulting in potential savings for employees
- Established Employee Wellness Committee to explore expanding the County's wellness programs in order to control rising healthcare costs
- Selected a Life Insurance provider with reduced rates through a competitive Request For Proposal process
- Implemented retiree health savings account option for newly hired management employees
- Collaborated with Aetna and Blue Shield to offer programs to improve member health and manage health care costs
- Expanded targeted training programs for asthma and allergy, diabetes, cardiovascular health education and cancer prevention

By June 2010:

- Through the Employee Wellness Committee, identify and implement health incentives/assessments to reduce costs
- Identify and implement alternative compensation and benefit structures
- Complete Risk Assessment for the County (infrastructure) in an effort to reduce insurance liability claims and costs
- Identify feasibility of a 1-800 Reporting Service for workers' compensation injuries
- Provide education and training relating to the County's benefits programs

Partners:

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

FY 2009-10 Budget Impact:

No direct costs are anticipated at this time. Savings generated from wellness initiatives may be generated in future years.

Other Significant Department Objectives

The Human Resources Department will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of 90% or Better

- Implement recommendations identified in the Human Resources Information System (HRIS) Assessment including online registration for core benefits programs concerning initial enrollment, open enrollment, and benefit changes
- Continue to expand training space / facilities to support course offerings
- Expand use of FileNet, the County's Electronic Document Management System
- Update the County's Long Term Disability policy
- Update the County Ergonomics Standards to ensure a safe working environment
- Expand training and educational sessions in the areas of risk management and benefits
- Expand use of training programs by community partnerships
- Continue to enhance the Human Resources website in order to provide access to information and user-friendly online services
- Provide staff support to the Commission on the Status of Women including conducting community forums, planning and coordinating the annual Women's Hall of Fame event and representing the Commission on various committees

Increase the Number of Positions Filled with Internal Candidates

- Enhance the online application process with the goal of eliminating paper applications
- Study the feasibility of computer-based testing to replace standard written tests
- Continue to conduct various training on Civil Service process and hiring process for managers
- Integrate a Work-Life / Wellness component into the supervisor/manager training program
- Continue to streamline the exam and recruitment process

Resolve At Least 90% of Complaints Prior to Formal Process

- Provide mandatory training to managers and supervisors on sexual harassment identification, prevention, elimination, and responsibilities
- Design and present countywide and department-specific training sessions on requested Employee and Labor Relations topics
- Plan, schedule, and conduct 2009 and 2010 contract negotiations
- Develop and publish the 2010-2013 Equal Employment Opportunity (EEO) Plan
- Update the online Employee Relations Handbook to ensure current employment laws are reflected
- Continue to support County efforts to explore programs and practices to expand Cultural Competency in the workplace

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What/How Much We Do (Effort) | | | | | |
| Number of applicants | 13,505 | 13,578 | 16,000 | 16,000 | 15,000 |
| Number of hires | | | | | |
| - New hires | 544 | 497 | 364 | 300 | 350 |
| - Promotions | 309 | 490 | 326 | 300 | 350 |
| - Extra-help | 573 | 675 | 558 | 600 | 550 |
| Number of employment complaints: | | | | | |
| - Equal Employment Opportunity | 72 | 117 | 74 | 90 | 90 |
| - Employee and Labor Relations | 37 | 39 | 44 | 60 | 60 |
| Number of training participants: | | | | | |
| - Training and Development classes ⁽¹⁾ | 3,790 | 4,064 | 3,800 | 4,400 | 3,800 |
| - Health Promotion and Risk Assessment classes | 2,697 | 2,832 | 3,000 | 2,500 | 2,500 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating overall satisfaction with services good or better | 100% | 95% | 95% | 90% | 90% |
| Percent of employees leaving County employment: | | | | | |
| - Retirees | 2.0% | 2.9% | 2.0% | 2.5% | 2.5% |
| - Within one year of employment | 2.0% | 1.0% | 1.0% | 1.5% | 1.5% |
| - Other | 5.0% | 4.9% | 4.0% | 4.0% | 4.0% |
| Turnover rate as compared to ICMA: ⁽²⁾ | | | | | |
| - San Mateo County | 9.0% | 8.8% | 7.0% | 8.0% | 8.0% |
| - ICMA ⁽²⁾ | 8.2% | 8.2% | 7.6% | 7.6% | 7.6% |
| Percent of complaints resolved prior to formal process: | | | | | |
| - Equal Employment Opportunity | 92% | 97% | 90% | 90% | 90% |
| - Employee and Labor Relations | 95% | 95% | 90% | 90% | 90% |
| Number of workers' compensation claims (per 100 FTEs): | | | | | |
| - San Mateo County | 9.9 | 11 | 11 | 11 | 11 |
| - ICMA ⁽²⁾ | 12 | 12 | 12 | 12 | 12 |
| Time-to-fill vacancies (in weeks): | | | | | |
| - Internal | --- | 6 | 6 | 6 | 6 |
| - External | --- | 9 | 7 | 7 | 7 |

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of clients satisfied with new hires after six months | 89% | 95% | 95% | 90% | 90% |
| Percent of positions filled with internal candidates: | | | | | |
| - Management | --- | 82% | 59% | 55% | 55% |
| - Non-management | --- | 46% | 46% | 40% | 40% |
| Percent of participants utilizing skills or reporting change in behavior after attending training classes: | | | | | |
| - Training and Development classes | --- | 93% | 97% | 90% | 90% |
| - Health Promotion and Risk Assessment classes | 88% | 90% | 90% | 90% | 90% |

(1) Beginning in FY 2007-08, customized training participants are reflected in the data. The FY 2008-09 target includes an estimated amount for the new twenty-hour training requirement for every employee.

(2) International City / County Management Association (ICMA)

Human Resources Department (1700B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 40,000 | | | | | |
| Charges for Services | 68,621 | 125,489 | 313,160 | 328,160 | 15,000 | 328,160 |
| Interfund Revenue | 3,025,509 | 3,306,884 | 3,913,041 | 4,488,940 | 575,899 | 4,628,155 |
| Miscellaneous Revenue | 6,661 | 6,688 | 6,000 | 125,260 | 119,260 | 32,100 |
| Total Revenue | 3,140,791 | 3,439,061 | 4,232,201 | 4,942,360 | 710,159 | 4,988,415 |
| Fund Balance | 1,001,731 | 1,063,321 | 939,868 | 783,332 | (156,536) | 713,332 |
| TOTAL SOURCES | 4,142,522 | 4,502,382 | 5,172,069 | 5,725,692 | 553,623 | 5,701,747 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,016,905 | 6,412,193 | 7,053,685 | 7,653,963 | 600,278 | 7,898,863 |
| Services and Supplies | 1,466,216 | 1,669,976 | 2,046,897 | 1,990,048 | (56,849) | 1,960,048 |
| Other Charges | 649,202 | 755,304 | 486,075 | 532,585 | 46,510 | 543,237 |
| Fixed Assets | | 8,435 | 3,731 | 10,000 | 6,269 | |
| Gross Appropriations | 8,132,323 | 8,845,908 | 9,590,388 | 10,186,596 | 596,208 | 10,402,148 |
| Intrafund Transfers | (1,167,118) | (1,240,789) | (1,363,598) | (1,348,465) | 15,133 | (1,348,465) |
| Net Appropriations | 6,965,205 | 7,605,119 | 8,226,790 | 8,838,131 | 611,341 | 9,053,683 |
| Contingencies/Dept Reserves | 631,281 | 607,622 | 579,841 | 569,841 | (10,000) | 569,841 |
| TOTAL REQUIREMENTS | 7,596,486 | 8,212,741 | 8,806,631 | 9,407,972 | 601,341 | 9,623,524 |
| NET COUNTY COST | 3,453,964 | 3,710,359 | 3,634,562 | 3,682,280 | 47,718 | 3,921,777 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 65.0 | 57.0 | 59.0 | 59.0 | | 59.0 |
| Funded FTE | 56.4 | 53.1 | 56.5 | 56.1 | (0.4) | 56.1 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources increased by \$553,623 or 10.7% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$15,000 in this funding source due to the implementation of a marketing plan to further increase training participation by non-profits, cities and special districts. This plan seeks to expand shared services to better utilize resources.

Interfund Revenue

There is a net increase of \$575,899 in this funding source primarily due to reimbursements from the San Mateo Medical Center (SMMC) for two positions that were transferred mid-year in FY 2008-09 to the Human Resources Department; offsets for Marin Day Schools – Our Place Child Care Center Scholarship Program agreement; and increased trust fund reimbursements for Risk Management and Benefits labor increases and other operating expenditures.

Miscellaneous Revenue

There is a net increase of \$119,260 in this funding source due to a grant in the amount of \$93,160 received through the County's Workforce Investment Board (WIB) for the implementation of a Foster Youth Internship Program as well as reimbursements totaling \$26,100 from the City/County Manager Association of San Mateo and Santa Clara Counties and other governmental agencies for oversight and administration of the 2009 Management Talent Exchange Program (MTEP).

Fund Balance

There is a decrease of \$156,536 in this funding source due to the elimination of prior year one-time projects, purchases and equipment, including relocation expenditures.

TOTAL REQUIREMENTS

Total Requirements increased by \$601,341 or 6.8% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$600,278 in this expenditure category primarily due: annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); addition of appropriations for two positions transferred mid-year in FY 2008-09 from the SMMC to the Human Resources Department to provide nurse recruitment and employee and labor relations services; and an increase in extra-help costs for the implementation of a Foster Youth Internship Program. These increases are partially offset by the reduction of one full-time Management Analyst to half-time as well as decreases in extra-help.

Services and Supplies

There is a net decrease of \$56,849 in this expenditure category due to the elimination of one-time projects and implementation of cost saving measures to meet the reduced budget target, including decreases in contracts, general supplies and automation costs. The MTEP and Marin Day Schools - Our Place Childcare Center agreement have been added. The MTEP agreement is fully offset by revenue from the participating agencies. The Marin Day Schools - Our Place Childcare Center agreement is fully offset by rental receipts received from PalCare Child Care Center.

Other Charges

There is a net increase of \$46,510 in this expenditure category primarily due to facility rental and records storage charges. This increase is partially offset by a reduction in copy center charges and a Net County Cost adjustment for facility rental charges.

Fixed Assets

There is a net increase of \$6,269 in this expenditure category due to one-time purchases in FY 2008-09 and the addition of a new server in FY 2009-10.

Intrafund Transfers

There is a net decrease of \$15,133 in this expenditure category due to reduced reimbursements from departments for recruitment-related services. This decrease is partially offset by increased reimbursements for Learning Management System (LMS) licensing and support costs.

Departmental Reserves

There is a decrease of \$10,000 in Reserves due to the purchase of a departmental server. The balance in General Fund Reserves represents 6.4% of Net Appropriations, which exceeds the County 2% Reserves policy by \$393,078.

NET COUNTY COST

There is an increase of \$47,718 or 1.3% in this Department's General Fund allocation, primarily reflecting reimbursements for retiree health and facility rental charges, partially offset by labor increases covered by the Department.

FY 2010-11 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$23,945 or 0.4% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Interfund Revenue

There is an increase of \$139,215 in this funding source due to reimbursements from the Risk Management and Benefits Trust Funds to cover salary and benefit increases for Risk Management, Modified Work and Benefits programs.

Miscellaneous Revenue

There is a decrease of \$93,160 in this funding source due to elimination of one-time grant funding for the FY 2009-10 Foster Youth Internship Program.

Fund Balance

There is a decrease of \$70,000 in this funding source due to elimination of one-time FY 2009-10 projects, purchases and equipment.

TOTAL REQUIREMENTS

Total Requirements increased by \$215,552 or 2.3% 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 \$244,900 in this expenditure category due primarily to increases in retirement and retiree health contributions, which have been partially offset by reductions to meet reduced budget target and the elimination of extra-help costs for the Foster Youth Internship Program.

Services and Supplies

There is a decrease of \$30,000 in this expenditure category due to elimination of one-time appropriation for training services.

Other Charges

There is an increase of \$10,652 in this expenditure category due to anticipated internal service charge rate increases, including automation, rent and general liability.

Fixed Assets

There is a decrease of \$10,000 in this expenditure category due to the elimination of a one-time purchase of a departmental server.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 6.3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$388,767.

NET COUNTY COST

There is a net increase of \$239,497 or 6.5% in this Department's General Fund allocation due to annualized labor increases including retirement and retiree health costs totaling \$346,135. The Net County Cost also reflects a decrease of \$106,638 to meet reduced budget target.

Human Resources Department (1700B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 65.0 | 57.0 | 59.0 | 59.0 | | 59.0 |
| Funded FTE | 56.4 | 53.1 | 56.5 | 56.1 | (0.4) | 56.1 |
| Total Requirements | 7,596,486 | 8,212,741 | 8,806,631 | 9,407,972 | 601,341 | 9,623,524 |
| Total Sources | 4,142,522 | 4,502,382 | 5,172,069 | 5,725,692 | 553,623 | 5,701,747 |
| Net County Cost | 3,453,964 | 3,710,359 | 3,634,562 | 3,682,280 | 47,718 | 3,921,777 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 1,354,858 | 1,518,450 | 163,592 | 1,518,450 |
| Non-Mandated Services | | | 2,279,704 | 2,163,830 | (115,874) | 2,403,327 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,682,280 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes including the transfer of two positions from the San Mateo Medical Center (SMMC) to the Human Resources Department to provide nurse recruitment and employee and labor relations services and support; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increased internal service charges including facility rental space; and reduction in extra-help and other operating expenditures. Fund Balance has been reduced and one-time projects and purchases have been eliminated. Increased revenues are due to reimbursements from the SMMC for Human Resources services support and reimbursements from the Benefits and Risk Management Trust Funds to offset increased labor costs in these two program areas.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 304,363 | 457,784 | 15,133 | 0 | 168,554 | 0 |

2. Adjustments to Meet Budget Target

To meet the reduced budget target, the Human Resources Department reduced one vacant full-time Management Analyst Recruiter position to half-time. This requires the Department to re-distribute existing workloads that have shifted as a result of the County's hiring freeze. Other reductions include: decreases in operational expenditures including recruitment related costs, out-of state travel, contracts, computer

purchases and general office supplies; and implement a marketing plan for non-profits, special districts and cities to attend County training programs resulting in increased revenue, expanded opportunities for collaboration, and shared services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 15,000 | (105,836) | 0 | 0 | (120,836) | 0 |

3. Foster Youth Internship Program

The Human Resources Department, in collaboration with the Human Services Agency, has developed a program to provide a comprehensive 2009 summer training and employment program for emancipated foster youth. The program will include job readiness skills training, job shadowing and employment coaching, hands on work experience as a paid intern in a County department and transition planning. Implementation of this program will support the County's efforts to retain and attract talent to the organization. At least twenty youth will participate in the program and one youth will provide program administration and support. Funding for this program will be offered through a grant received by the County's Workforce Investment Board (WIB).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 93,160 | 93,160 | 0 | 0 | 0 | 0 |

4. Management Talent Exchange Program (MTEP)

In collaboration with the City / County Manager Associations of San Mateo and Santa Clara Counties, the Human Resources Department will expand its Succession Planning efforts through management and oversight of the 2009 MTEP. The program offers aspiring managers in local governments the opportunity to develop skills and competencies, gain valuable hands-on experiences and build relationships through participation in a 3-month exchange in another government agency. The Human Resources Department will coordinate the MTEP application and recruitment process, informational sessions, and training/leadership forums. The City / County Manager Associations will determine the selection of participants and assignments. Funding for the program will be covered by participating agencies and contributions from the City/ County Manager Associations.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 26,100 | 26,100 | 0 | 0 | 0 | 0 |

5. Management Oversight of the Marin Day Schools Agreement

The County currently has an agreement with Marin Day Schools (MDS) – Our Place to manage a scholarship program for qualifying County families enrolled at the childcare center. Given that the Benefits Division of the Human Resources Department manages the MDS agreement, costs and offsets related to this program will be transferred from the County Manager's Office, Memberships and Contributions to the Human Resources Department. There is no impact on performance as a result of this change. Costs for this program will continue to be offset by rental receipts received from PalCare Child Care Center for utilization of a County-owned facility.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 115,000 | 115,000 | 0 | 0 | 0 | 0 |

6. Department Server

The Human Resources Department is working with the Information Services Department (ISD) to replace its server, which is nearing its end of life. A virtual server will allow multiple departments and networks to share one physical server, which results in reduced hardware costs and provides a more effective disaster recovery plan. This technology offers an opportunity to better utilize resources and enhance system reliability and availability. Departmental Reserves will be used to cover the cost of this purchase.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 10,000 | 0 | (10,000) | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 553,623 | 596,208 | 15,133 | (10,000) | 47,718 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 increases; annualized negotiated labor increases; increases in retirement and retiree health contributions; reduction in salary and benefit costs to meet reduced budget target; elimination of one-time Fund Balance and one-time projects and equipment, including a departmental server; elimination of grant funding for the Foster Youth Internship Program; and increased internal service charges for automation, rent and other operational costs. Increased reimbursements from Human Resources trust funds to cover operational costs in the Benefits and Risk Management programs have been reflected.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (23,945) | 215,552 | 0 | 0 | 239,497 | 0 |

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Livable Community

FY 2009-10 and FY 2010-11
Recommended Budget



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.

Shared Vision 2025

Healthy Community

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

Prosperous Community

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

Livable Community

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

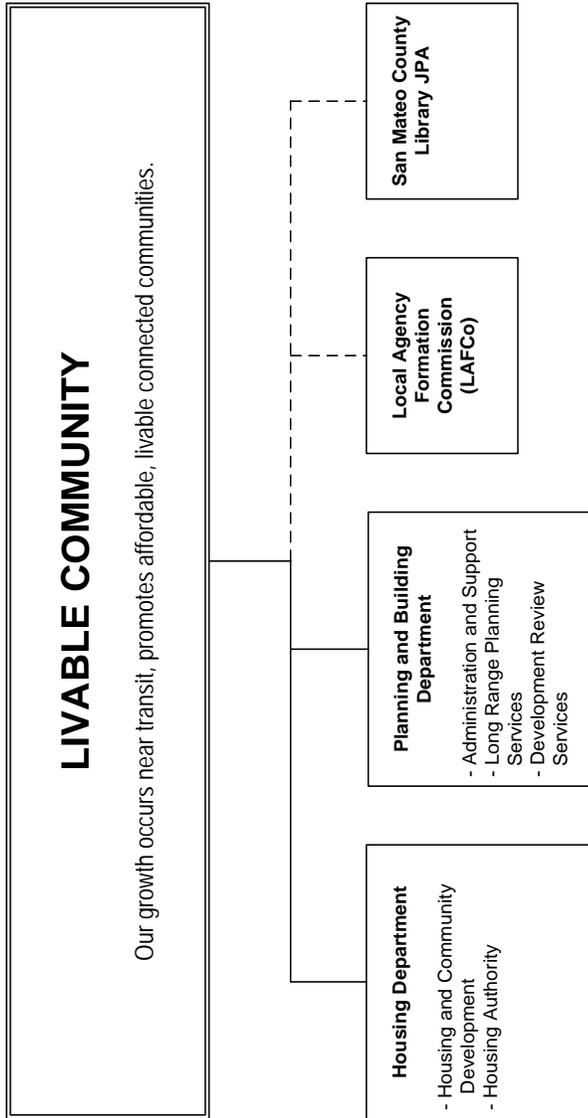
Environmentally Conscious Community

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

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.

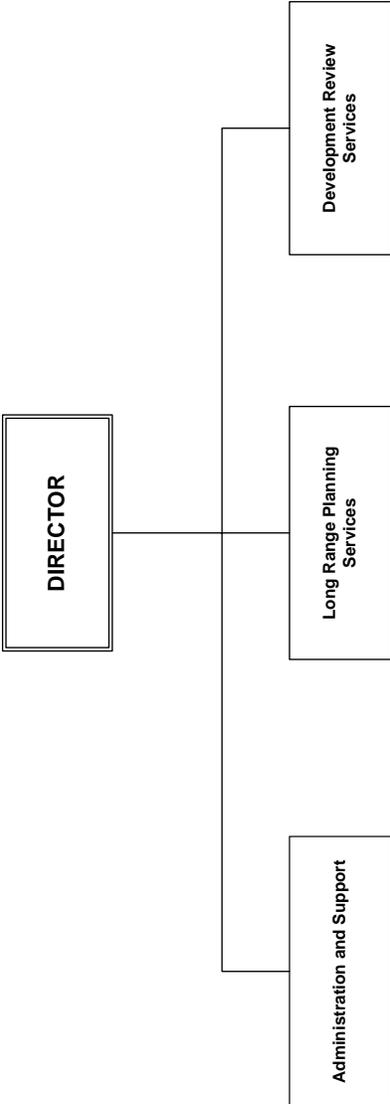
From the beginning with Shared Vision 2010 now ten years ago, the San Mateo County Board of Supervisors has regarded "visioning" not as a project, but rather a dynamic process. Shared Vision has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.



Livable Community FY 2009-10 and 2010-11 All Funds Summary

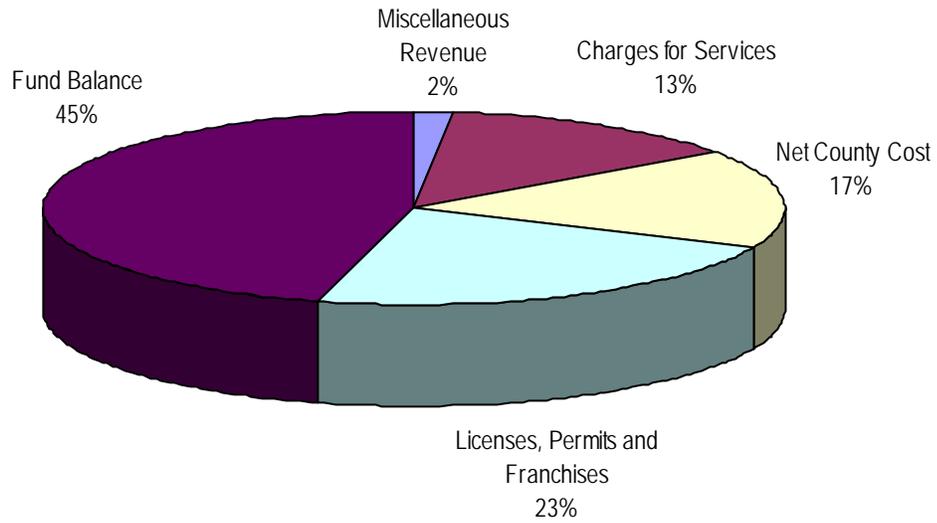
| Total Requirements | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| General Fund Budgets | | | | | | |
| Planning and Building | 12,336,467 | 11,901,625 | 13,600,207 | 10,894,212 | (2,705,995) | 11,162,378 |
| Local Agency Formation Commission | 182,434 | 264,858 | 309,213 | 301,147 | (8,066) | 307,920 |
| Housing and Community Development | 11,396,563 | 9,968,472 | 8,977,073 | 8,221,022 | (756,051) | 8,221,022 |
| Total General Fund | 23,915,464 | 22,134,955 | 22,886,493 | 19,416,381 | (3,470,112) | 19,691,320 |
| Non-General Fund Budgets | | | | | | |
| County Library | 25,962,759 | 27,466,664 | 28,581,998 | 30,232,559 | 1,650,561 | 29,168,763 |
| Total Non-General Fund | 92,450,530 | 92,550,612 | 96,951,273 | 95,714,398 | (1,236,875) | 94,650,602 |
| Total Requirements | 116,365,994 | 114,685,567 | 119,837,766 | 115,130,779 | (4,706,987) | 114,341,922 |
| Total Sources | 114,874,280 | 113,943,382 | 117,648,395 | 113,341,112 | (4,307,283) | 112,565,253 |
| Net County Cost | 1,491,715 | 742,185 | 2,189,371 | 1,789,667 | (399,704) | 1,776,669 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 250.00 | 250.00 | 251.00 | 249.00 | (2.00) | 248.00 |
| Funded FTE | 233.60 | 234.54 | 232.96 | 231.51 | (1.45) | 230.51 |

PLANNING AND BUILDING

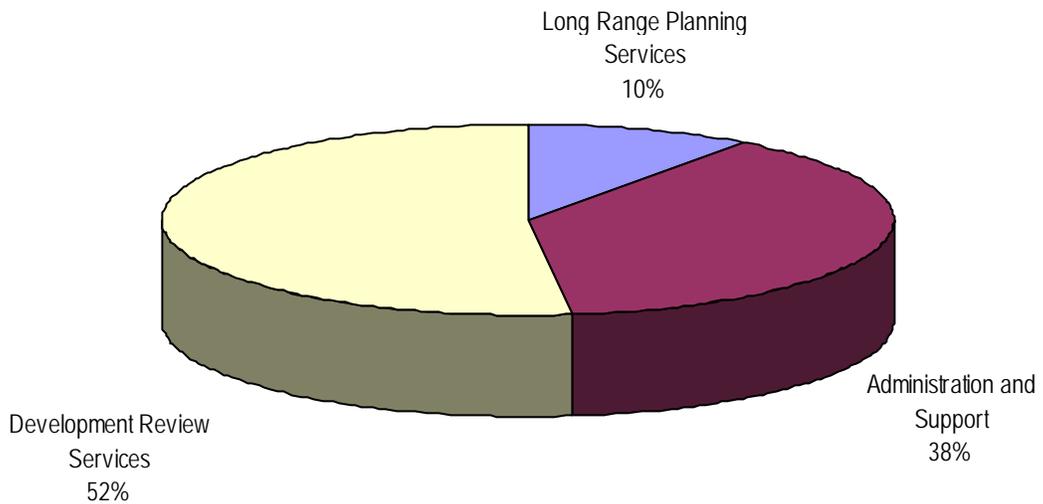


Planning and Building

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



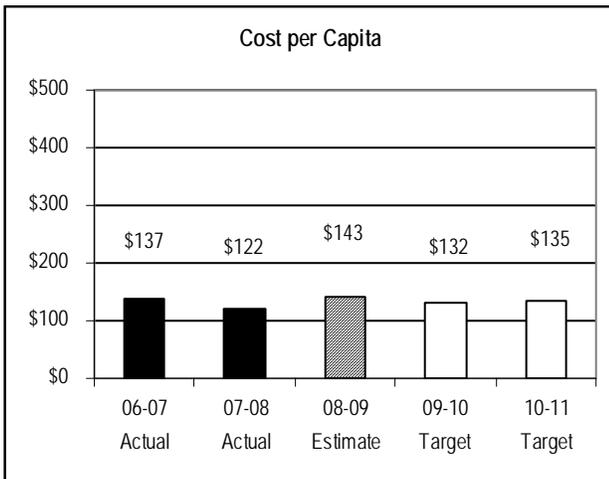
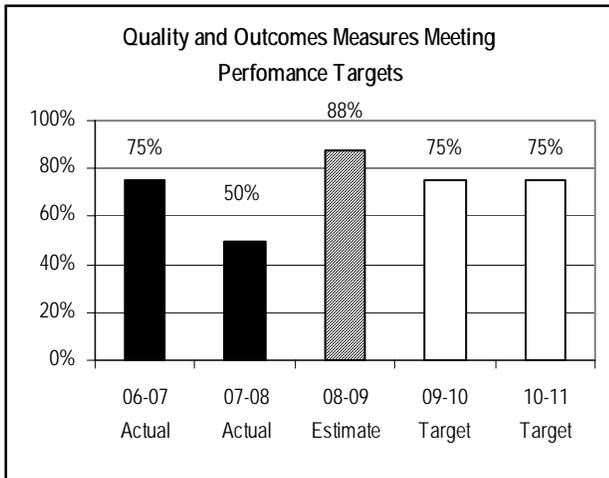
Department Locator

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 2000 – 2008)

LIVABLE COMMUNITY: Our growth occurs near transit, and promotes affordable, livable connected communities.

- **Midcoast Local Coastal Program**
The Midcoast Local Coastal Program update project was completed, which addressed a range of coastal planning and development issues in the urban midcoast and submitted it for Coastal Commission certification.
- **Colma BART Station Housing Project**
Permits were expeditiously issued for a 151-unit residential project, 119 units of which are affordable to very low-income households, within 1 / 4 mile of the Colma BART station.
- **Updated Resource Management Standards**
Regulations for the Resource Management District were amended to require that the portion of undeveloped area set aside by subdivisions be preserved as open space through the recordation of a conservation easement.
- **Housing Element Update**
The 2003 Housing Element update of the General Plan and an Inclusionary Housing Ordinance were completed to maintain the quality of existing housing, identify sites for new housing and grant density bonuses for affordable housing.
- **New Zoning Regulations Regarding House Size in Urban Areas**
New zoning regulations for various unincorporated urban areas were prepared to control house size and improve the compatibility of commercial and industrial development.
- **Countywide Transportation Plan**
Extensive revisions to the countywide Transportation Plan were developed that included a "Smart Growth" land use component and assisted in creating several programs for the countywide Congestion Management Plan.
- **North Fair Oaks Community Forums**
Community meetings were held to obtain input from North Fair Oaks residents regarding planning, code compliance, and public service issues.
- **North Fair Oaks Community Plan Update**
The Department 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.

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

- **Aircraft Noise Insulation Project**

Phase III of the Aircraft Noise Insulation Project was completed that provided noise insulation for eligible properties and affected residents in the unincorporated Country Club Park neighborhood.

- **Stormwater Pollution Control Program**

The National Pollution Discharge Elimination System (NPDES) Stormwater Pollution Control Program was implemented that minimizes significant sources of non-point pollution to local water bodies.

- **Local Hazard Mitigation Plan**

The Local Hazard Mitigation Plan was completed, which provides strategies to reduce the potential loss of life, property damage and environmental degradation from natural disasters.

- **Building Code Regulations Update Project**

The Building Code update project was completed that resulted in a revised set of County regulations governing the unincorporated areas.

- **ISO Rating Improvement for San Mateo County Building Inspection**

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**

A "Green Building" public task force was convened, consisting of contractors, environmental interest groups, homeowners, trade representatives, realtors, and staff from the Planning and Building Department, and it recommended to the Board of Supervisors building regulations, that were approved, for the program clarifying certain standards and requirements of the County's Building Code Regulations to improve the effectiveness of the program for new and major remodeled residential construction, low-rise multifamily construction, and commercial and industrial construction.

- **Williamson Act Administration**

The Department initiated a program to assess and improve the County's administration of the Williamson Act agricultural contract program, including new procedures and policies developed to bring the County into full compliance with the state Williamson Act regulations.

- **Airport Community Roundtable**

The Department participated as a member of the Airport Community Roundtable (comprised of 18 city members, the City/County Association of Governments and the County) that collaborates in a cooperative process to mitigate aircraft noise in

affected communities and neighborhoods surrounding San Francisco International Airport.

- **Stormwater Pollution Control Program**

The Department coordinated with the State Water Resources Control Board and collaborated with all of the city governments in San Mateo County through the City/County Association of Governments (C/CAG) to prepare and administer the Stormwater Pollution Control Program (STOPPP).

- **Watershed Protection Program**

In FY 2008-09, the County initiated a program to communicate with the public about potential watershed protections for San Mateo County. The Department participated in the countywide effort as a resource to evaluate and enhance measures for protecting San Mateo County watersheds, and assisted with the extensive public outreach campaign.

- **Revised Development Regulations in Los Trancos Woods**

New development regulations were put in place for Los Trancos Woods that enhance protection of forested and open space lands by reducing the maximum house sizes.

1. **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**

In conjunction with the state Department of Housing and Community Development, the Department prepared the 2003 General Plan Housing Element Update, and collaborated with the Department of Housing to implement key General Plan Housing Element policies.

- **Local Hazard Mitigation Plan**

Coordinating with the Association of Bay Area Governments (ABAG), the Department assisted in the preparation of the Local Hazard Mitigation Plan and Housing Needs Assessment projects.

- **Improved Performance of Service and Accessibility to the Public**

The Department enhanced the level and performance of service to the public by hiring more staff, returning to a five-day work week, remodeling the Planning and Building offices to provide the public with better accessibility to Department staff and comfort while waiting for help, and maximizing public involvement while keeping service fees flat.

- **Process Improvements**

Better systems for internal tracking of projects and handling public complaints and streamlined the permitting process were created.

Major Accomplishments in FY 2008-09

LIVABLE COMMUNITY

- Collaborated with the Department of Housing on the implementation of the Housing Element, among other ways by improving coordination on projects that impact housing or require inclusionary housing units
- Initiated the next update of the Housing Element and conducted an extensive public outreach campaign
- Obtained a competitive grant to update the North Fair Oaks Community Plan in a manner that will provide for a greater range of housing choices, including those that are transit oriented

HEALTHY COMMUNITY

- Collaborated with other county departments on the Health and Built Environment Committee to develop land use policies, programs, and regulations that promote public health

ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Conducted a detailed analysis of the Phase II Midcoast Groundwater Study and identified and evaluated alternative methods of addressing groundwater issues
- Initiated an update of the grading regulations to enhance watershed protection
- Began to evaluate potential improvements to the Local Coastal Program policies that protect environmentally sensitive habitat areas
- Recommended revised building regulations for the "Green Building Program", that were adopted by the Board of Supervisors, clarifying certain standards and requirements of the County Building Code Regulations
- Convened monthly meetings with Green Building Task Force to improve the effectiveness of the Green Building Program and explore additional program incentives
- Continued to work with other public agencies on the Devil's Slide Tunnel Public Access Committee to develop a management plan for the Highway 1 road alignment that will be replaced by the Devil's Slide tunnel

COLLABORATIVE COMMUNITY

- 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 Fitzgerald Marine Reserve Steering Committee.
- Performed an assessment of current Williamson Act contract holders by circulating a survey, which was utilized in drafting the County's revised Williamson Act Program, and new procedures and policies were drafted for consideration by the Planning Commission and Board of Supervisors
- Worked extensively with Coastal Commission staff to complete the processing of the Midcoast Local Coastal Plan Update
- Worked with the County's Watershed Protection and Restoration and Coordination Committee to address water quality issues and evaluate potential changes in state regulations

- Analyzed and described the results of the Emerald Lake Hills community survey regarding design review and zoning standards
- Continued to work on an update of the comprehensive airport land use compatibility plan for the environs of San Francisco International Airport
- Developed revisions to zoning regulations to comply with state law regarding the processing of permits for secondary residential units
- Contributed to the County's effort to enhance the quality and use of its Geographic Information System (GIS)
- Processed a new ordinance to address the impacts and land use compatibility of telecommunication facilities (e.g., cell phone towers and antennas) in a manner that is consistent with recent state and federal laws
- Initiated revised grading regulations that, as part of the public outreach process for the Watershed Protection Program, address regulatory problems and take advantage of enhancement opportunities which will result in an improved set of regulations for both planning and building applications and processes for both staff and the public
- Instituted express over-the-counter building permits for kitchen and bathroom remodels, online permitting for simple building permits, and express service and reviews for solar photo voltaic building permits, as well as updates to the interactive voice response system (IVR) in Building Inspection for the public to access their time of inspection

Major Issues to be Addressed

- **Quality of Service**—Further improvements will be expanded to elevate the quality of service to residents and business owners within the County through providing consistent application of rules and regulations, providing greater certainty to the permitting process, and allowing for timely and efficient processing of planning and building applications.
- **Balancing**—The demand for urban development with the need to preserve the quality of the natural environment, and the need to respond to individual community problems with specific "tailored" solutions and still maintain consistent regulatory methods and criteria continues to be a challenge.
- **Changing Requirements**—Opportunities for public participation will be maximized by updating and improving planning documents and development regulations in response to changing circumstances and new information.
- **Technology**—Increased application of technological innovations will be explored to improve efficiency and better inform and involve the public in the policies and activities of the Department.
- **Realignment of Staff Assignments**—Current conditions have necessitated evaluating overall requirements and resources to cross train staff to assist with workloads in other sections of the Department.

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
- The next update of the County's Housing Element is due to the state in June 2009
- The Department has received grant funding to conduct a comprehensive North Fair Oaks Community Plan
- 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:

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

Objectives:

- Determine where the existing General Plan is deficient in complying with state-mandated planning requirements or addressing current issues such as climate change and green building
- Determine where the existing General Plan and associated Area Plans should be revised to provide current information and clearer policy, or to better implement Shared Vision 2025
- 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
- Update the General Plan taking into account recent developments in zoning theory

Major Milestones:

- Complete the Housing Element Update in Fall 2009
- Complete the North Fair Oaks Community Plan Update by December 2010
- Develop a detailed work plan and timeframe for other necessary updates to the General Plan and Zoning regulatory codes
- Establish working groups and steering committees to provide input on these updates

- Conduct public meetings and outreach
- Draft revisions for public, Planning Commission, and Board of Supervisors review

Partners:

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

FY 2009-10 Budget Impact:

An amount of \$500,000 is allocated in the FY 2009-10 Adopted Budget to fund the review and revision of the County General Plan and Zoning Regulations. Approximately \$500,000 in grant funds, and a contribution of up to \$150,000 in housing trust funds, have been allocated to the update of the North Fair Oaks Community Plan.

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
- Lack of adequate measures to prevent potential adverse impacts to the environment

Goal:

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

Objectives:

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

Major Milestones:

- Update County environmental procedures
- Update the California Environmental Quality Act (CEQA) initial study checklist and negative declaration documents
- Train staff in the new regulations and procedures regarding environmental protection

Partners:

- Board of Supervisors

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

FY 2009-10 Budget Impact:

Existing staff resources will be utilized to complete the updating and training in respect of the environmental protection procedures and documentation.

Development Review Services

- Achieve an overall customer satisfaction rating of at least 90%
- Issue 2,000 building permits and improve permit processing
- Maintain staffing levels and provide training to all new and existing staff on a continual basis
- Continue to review and update current Development Review fee schedules for services provided to the public

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
- Continue to undertake the comprehensive re-evaluation of the County's regulatory codes pertaining to Planning and Building
- Plan and implement the next major advancements to enhance the permit processing and tracking system software
- Re-evaluate and revise the fee structure for permits and services in response to a varying level of General Fund support to the Department
- 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 Phase II of the Midcoast Groundwater Study 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 the grading ordinance changes and other policy updates resulting from the Watershed Protection Outreach Program
- Obtain Coastal Commission certification of the submitted portions of the Midcoast Local Coastal Plan Update
- Submit the remaining components of the Midcoast Local Coastal Program for Coastal Commission certification
- Complete the update of the County's Williamson Act Program

Planning and Building (3800B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 3,857,371 | 3,254,786 | 3,088,000 | 2,444,877 | (643,123) | 2,591,041 |
| Fines, Forfeitures and Penalties | 17,297 | 16,252 | 12,000 | 15,000 | 3,000 | 20,000 |
| Intergovernmental Revenues | 57,909 | | 30,000 | 30,000 | | 30,000 |
| Charges for Services | 2,389,966 | 2,144,004 | 2,109,990 | 1,440,600 | (669,390) | 1,570,600 |
| Interfund Revenue | 330,296 | 119,398 | 94,700 | 70,000 | (24,700) | 70,000 |
| Miscellaneous Revenue | 427,927 | 628,267 | 465,657 | 172,200 | (293,457) | 172,200 |
| Total Revenue | 7,080,766 | 6,162,707 | 5,800,347 | 4,172,677 | (1,627,670) | 4,453,841 |
| Fund Balance | 4,303,422 | 4,996,734 | 5,610,489 | 4,931,868 | (678,621) | 4,931,868 |
| TOTAL SOURCES | 11,384,188 | 11,159,441 | 11,410,836 | 9,104,545 | (2,306,291) | 9,385,709 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 5,470,654 | 5,722,044 | 6,438,220 | 6,811,006 | 372,786 | 7,205,716 |
| Services and Supplies | 4,816,072 | 4,097,048 | 4,609,420 | 6,574,781 | 1,965,361 | 6,485,087 |
| Other Charges | 824,502 | 896,194 | 924,687 | 832,440 | (92,247) | 832,440 |
| Fixed Assets | | 12,537 | | | | |
| Other Financing Uses | 754,239 | (46) | | | | |
| Gross Appropriations | 11,865,468 | 10,727,778 | 11,972,327 | 14,218,227 | 2,245,900 | 14,523,243 |
| Intrafund Transfers | (3,133,574) | (2,993,633) | (2,539,600) | (5,438,867) | (2,899,267) | (5,475,717) |
| Net Appropriations | 8,731,894 | 7,734,145 | 9,432,727 | 8,779,360 | (653,367) | 9,047,526 |
| Contingencies/Dept Reserves | 3,604,573 | 4,167,480 | 4,167,480 | 2,114,852 | (2,052,628) | 2,114,852 |
| TOTAL REQUIREMENTS | 12,336,467 | 11,901,625 | 13,600,207 | 10,894,212 | (2,705,995) | 11,162,378 |
| NET COUNTY COST | 952,280 | 742,184 | 2,189,371 | 1,789,667 | (399,704) | 1,776,669 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 55.0 | 56.0 | 55.0 | 55.0 | | 55.0 |
| Funded FTE | 54.7 | 55.7 | 54.4 | 54.6 | 0.3 | 54.6 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$2,306,291 or 20.2% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is a decrease of \$643,123 in this funding source due to a decline in building construction activity and a significant decrease in related permit applications for new development resulting from the general deterioration in economic conditions.

Fines, Fees and Forfeitures

There is an increase of \$3,000 in this funding source due to diligent assessment of penalties for unpermitted construction work.

Charges for Services

There is a decrease of \$669,390 in this funding source due to decline in demand for plan checking and engineering review services in the absence of any major construction projects being undertaken.

Interfund Revenue

There is a decrease of \$24,700 in this funding source due to a reduction in staff time being spent on work for the Airport Community Roundtable.

Miscellaneous Revenue

There is a decrease of \$293,457 in this funding source primarily due to elimination of one-time reimbursements for permit-related contracts administered on behalf of developers and applicants.

Fund Balance

There is a decrease of \$678,621 in this funding source due to a decline in permit-related revenue resulting from the general deterioration in economic conditions.

TOTAL REQUIREMENTS

Total Requirements decreased by \$2,705,995 or 19.9% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$372,786 in this expenditure category due to merit increases, annualized negotiated labor increases; reclassifications resulting from the Information Technology Study, and an increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC).

Services and Supplies

There is a net increase of \$1,965,361 in this expenditure category primarily due to a change in internal cost transfer methodologies put in place to centralize Fund Balance and Reserves and align operating costs by budget unit. This increase is fully offset with an increase in Intrafund Transfers, elimination of one-time contract expenditures for various consulting services and Department of Public Works engineering services costs, and other miscellaneous furniture and equipment reductions.

Other Charges

There is a net decrease of \$92,247 in this expenditure category due to a reduction in automation project charges, rent, and copy center charges.

Intrafund Transfers

There is an increase of \$2,899,267 in this expenditure category due to higher allocated centralized administrative services costs; transfer of funding to offset loss of General Fund contribution and revenue in the Development Review Services Program; and transfer of funding to the Long Range Planning Program to cover operating costs not covered by the General Fund contribution.

Contingencies/Departmental Reserves

There is a decrease of \$2,052,628 in this expenditure category due to the use of Reserves to offset the decline in permit fees and related revenues, the elimination of Fund Balance in program budgets, and the reduction in General Fund contribution to the Development Review Services Program. The balance in Reserves represents 24% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,939,265. Reserves will partially be used to offset ongoing project costs for the General Plan/Zoning Regulations revisions, and various technological upgrades, including further updates to Building Inspection's interactive voice response (IVR) system and potential upgrades to the permit tracking system.

NET COUNTY COST

There is a decrease of \$399,704 or 18.2% in this Department's General Fund allocation, primarily reflecting a reduction in funding for the Development Review Services Program and the elimination of the General Fund's contribution towards the energy costs of keeping the county office building open on Fridays.

FY 2010-11 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$281,164 or 6.7% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$146,164 in this funding source due to an anticipated resurgence in construction permit applications.

Fines, Fees and Forfeitures

There is an increase of \$5,000 in this funding source due to careful monitoring of unpermitted construction activity.

Charges for Services

There is an increase of \$130,000 in this funding source due to an anticipated increase in construction permit applications.

TOTAL REQUIREMENTS

Total Requirements increased by \$268,166 or 2.5% 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 \$394,710 in this expenditure category due to merit increases and increases in retirement and retiree health costs.

Services and Supplies

There is a net decrease of \$89,694 in this expenditure category due to elimination of funding for the Midcoast Groundwater Study and miscellaneous decreases in expenditures.

Intrafund Transfers

There is an increase of \$36,850 in this expenditure category due to higher allocated centralized administrative services costs.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 23% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,933,902.

NET COUNTY COST

There is a decrease of \$12,998 or 0.07% in this Department's General Fund allocation due to the elimination of the remaining funding for the Midcoast Groundwater Study.

Administration and Support (3810P)

Program Locator

County

 Livable Community

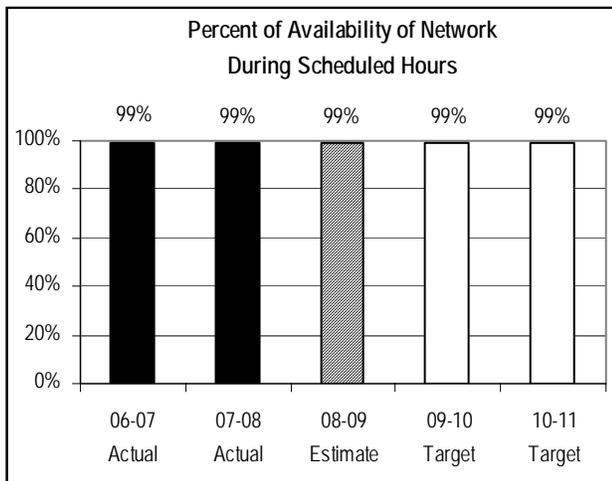
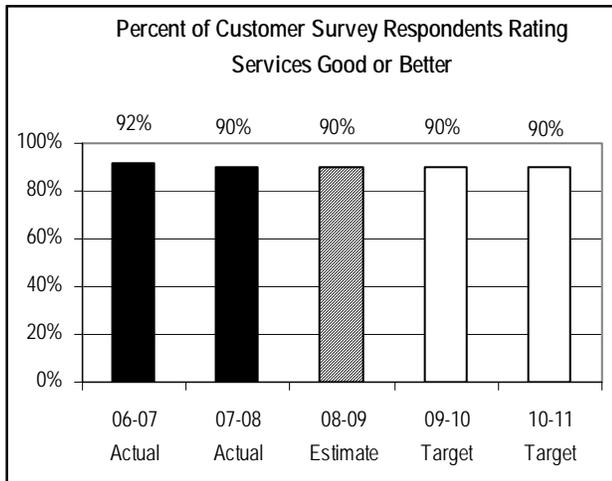
 Planning and Building Department

▷ **Administration and Support**

 Long Range Planning Services

 Development Review Services

Headline Measures



Program Outcome Statement

Administration and Support enables the staff of the Planning and Building Department to deliver effective, responsive, quality services to its customers and the public through the provision of overall management and organizational direction, and of automation, fiscal, graphics, payroll and personnel, reception, secretarial, word processing, and other administrative services in an efficient, well-managed office environment.

Services and Accomplishments

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision of a Collaborative Community by 2025 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.

The following are major accomplishments in the current year:

- Amended the Green Building Permit Incentives Program, which reduces the turnaround time for building permit review and guarantees building inspections within two working days for projects that incorporate a certain number of green construction techniques, so that deposits ensuring compliance with approved Green Building techniques are required at the end of the construction process, not the beginning, thereby making the ordinance more customer-friendly
- Reallocated staff resources to successfully address workload demands and the 5% vacancy requirement
- Provided expanded advancement opportunities within the Department
- Completed the first draft of an updated Williamson Act Program and presented it to the Agricultural Advisory Committee (AAC) for review and comment
- 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
- Installed the latest version of the application software for the Permit*Plan Advantage and eConnect online permit tracking system and continued to refine the procedures for the e-Apply and ePay components for processing routine building permit applications online

Story Behind Performance

During FY 2008-09, Administration was successful in reallocating departmental resources to address workload demand and the 5% vacancy requirement implemented countywide. Building Inspectors began assisting the Code Compliance Officer with field inspections regarding zoning and building code violations and a Permit Technician began assisting the Code Compliance Officer with file research verifying that appropriate follow-up actions were being taken to resolve code violation cases. In addition, members of the

current planning staff began assisting long-range planners with projects such as updating the second unit ordinance, updating the grading ordinance, and updating the Sensitive Habitat maps. Administration was also able to successfully continue expanding advancement opportunities within the Department and train new employees. A Permit Technician began working out-of-class as a Building Inspector while obtaining the necessary building certifications to be permanently assigned to the position and other line staff were promoted through the use of flexibly staffed positions. Current planners all participated in training on how to make effective presentations and staff from all divisions participated in training on how to handle difficult or intimidating situations.

The new Green Building Permit Incentives Program reduces permit-processing time by half and guarantees building inspections within two working days for projects that meet specific thresholds on green point rated lists. Based on customer comment, the new Program was amended to allow deposits to be paid, when needed, at the end of the building permit process rather than the beginning of the process. The change in the timing of the deposit was more customer-friendly in that the deposit would only be required when a homeowner was not able to verify the green building permit techniques prior to occupancy of the building. The prior version had required deposits at the beginning of the process in all cases and was placing an unnecessary hardship on property owners.

The first draft of the updated Williamson Act Program was developed and sent to the Agricultural Advisory Committee (AAC) for review and comment. The AAC made substantive comments on the draft document, which was revised to reflect those comments, and then sent to the AAC again for further review. A public outreach program will be developed after completion of the AAC review.

The Department has created professional development opportunities, including the creation of new positions and internal promotions, that help prepare staff for increased responsibility and advancement within the Department. Examples of new positions include the Assistant Building Inspection Manager, the Permit Coordinator and two Senior Planners. Internal promotions include: two Planner III's advancing to Senior Planner positions; a Building Permit Technician advancing to the Permit Coordinator position; a Building Inspector advancing to the Assistant Building Inspection Manager position; and an Office Specialist advancing to a Building Permit Technician position. In addition, the Planner positions and the Building Inspector positions are flexibly staffed which means that individuals can advance through the professional series by taking on more responsibility and completing more complex work assignments. These processes help ensure a smoother transition as the more senior staff retires.

An integral part of the Administration and Support Program is the provision and maintenance of a reliable and progressive computing environment to ensure uninterrupted network availability and optimum automation resources with which staff execute their work. The Department's automated permit processing and tracking software, Permit*Plan Advantage, was again upgraded along with its companion e-Connect on-line system and voice response system

that included giving permit applicants the ability to retrieve their inspection timeframes automatically via the telephone resulting in greater efficiency for both the callers and staff. Work was completed to further refine and test its e-Apply and e-Pay components to allow customers to obtain routine building permits through the Internet. Further technological improvements will be explored in FY 2009-10 to continue the expansion of the network's capabilities to meet the Department's business needs. The Department will also be working with the Information Services Department (ISD) to develop a comprehensive Business Continuity Plan that will enable the Department to respond effectively to events that disrupt its operations.

The Graphics Section completed the Census Bureau's Local Update Census Address project and the Boundary Annexation Survey project in FY 2008-09 and will continue to work on the Participant Statistical Area Program in FY 2009-10. Successfully finishing these projects will contribute to the decennial census for 2010 from San Mateo County and will greatly improve the land use, housing, and demographic-related analysis and decision making for the County with regard to political redistricting, demographic growth and area planning. Graphics is also working closely with ISD to revise the content on the Department's website that will include re-designing the home page and imbedding web pages.

Major challenges over the next two years will be:

- To update the General Plan and Zoning Ordinance
- To keep current with new automation technology as well as prepare for significant changes to the operating software and functionality of our mission-critical application to process and track permits
- To re-evaluate and revise the structure for permit fees and services to address a varying level of General Fund support to the Department

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

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
- Monitor the web-based Comcate system to provide additional access to the Department so that residents can communicate comments, concerns and questions easily and effectively to the appropriate staff and receive timely responses
- Expand and improve the Department's website to provide better information regarding activities and achievements as well as accessibility to informational material
- Work with Information Services Department on the development of a network plan that includes researching options for replacing the Department's current permit-processing software application, Advantage, with a newer system providing more capabilities

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide timely response to customer concerns and complaints regarding the application of development regulations, permit processing and code enforcement
- Assist the Planning Commission with the successful deliberation of cases
- Provide courteous, knowledgeable and helpful reception services to the Department's customers

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of service requests processed for: | | | | | |
| - Word processing | 3,972 | 3,700 | 3,300 | 3,800 | 3,800 |
| - Graphics | 1,179 | 1,100 | 1,200 | 1,200 | 1,200 |
| Number of public hearing items agendized | 249 | 250 | 200 | 150 | 150 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of service requests completed by due date: | | | | | |
| - Word processing | 100% | 100% | 100% | 100% | 100% |
| - Graphics | 98% | 96% | 98% | 98% | 98% |
| Percent of letters of decision mailed by three working days of hearing date | 98% | 99% | 100% | 100% | 100% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents rating services good or better | 92% | 90% | 90% | 90% | 90% |
| Percent availability of network during scheduled hours | 99% | 99% | 99% | 99% | 99% |

Administration and Support (3810P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 14.0 | 14.0 | 15.0 | 15.0 | | 15.0 |
| Funded FTE | 13.9 | 13.9 | 14.9 | 14.9 | 0.1 | 14.9 |
| Total Requirements | 3,657,900 | 4,350,126 | 4,487,197 | 5,128,349 | 641,152 | 5,060,187 |
| Total Sources | 3,821,626 | 4,618,294 | 4,251,429 | 4,931,868 | 680,439 | 4,931,868 |
| Net County Cost | (163,726) | (268,168) | 235,768 | 196,481 | (39,287) | 128,319 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 235,768 | 196,481 | (39,287) | 128,319 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$196,481 or 3.8%, of which \$196,481 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 uncommitted funding for Midcoast Groundwater Study and a portion of salary and benefit adjustments.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); reductions in contract expenditures; adjustments to internal service charges for IT, rent, copy and legal services; increase in Fund Balance and Reserves; and increase in reimbursement for in-house administrative services charges due to higher centralized operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 680,439 | 22,689 | (82,251) | 764,388 | 24,387 | 0 |

2. Elimination of General Fund Contribution Towards Facility Charges

The Planning and Building Task Force recommended that the Department return to a five-day work week and open the second floor at 455 County Center Monday through Friday after the remodel project was completed. As a result, the Department of Public Works estimated a charge for accomplishing this and that amount was added from the General Fund to the Department's budget in June 2006. That funding has now been eliminated, and Public Works' facility maintenance charges have been spread to all other tenants of the building.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (63,674) | 0 | 0 | (63,674) | 0 |

3. Allocation of Reserves to Offset Elimination of General Funding in Development Review Services Program

The annual General Fund allocation to the Development Review Services Program resulting from the Phase I and Phase II recommendations made by the Planning and Building Task Force to add new positions has been reduced. The loss of this funding will be accounted for in the budget by the use of Departmental Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 400,000 | 0 | (400,000) | 0 | 0 |

4. Allocation of Reserves to Offset Decrease in Permit Fees and Related Revenue

A decline in building construction activity and a significant decrease in related permit applications for new development have resulted from the general deterioration in economic conditions. Building permits, zoning permits and design review applications have particularly suffered. Most building permits are currently being issued for improvements and remodels rather than for new single-family residences or large development projects that generate higher levels of revenue. Plan checking revenue has also substantially declined with the downturn in building activity requiring this service as well as engineering review services. The decline in revenue is being offset by the increased use of Departmental Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0 | 1,604,428 | 0 | (1,604,428) | 0 | 0 |

5. Allocation of Reserves to Cover Long Range Planning Services Costs

Departmental Reserves are being used to cover operating costs not funded by the General Fund.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 812,588 | 0 | (812,588) | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 680,439 | 2,776,031 | (82,251) | (2,052,628) | (39,287) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of funding for Midcoast Groundwater Study; and increase in reimbursement for in-house administrative services charges due to higher personnel costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (31,312) | (36,850) | 0 | (68,162) | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (31,312) | (36,850) | 0 | (68,162) | 0 |

Long Range Planning Services (3830P)

Program Locator

County

Livable Community

Planning and Building Department

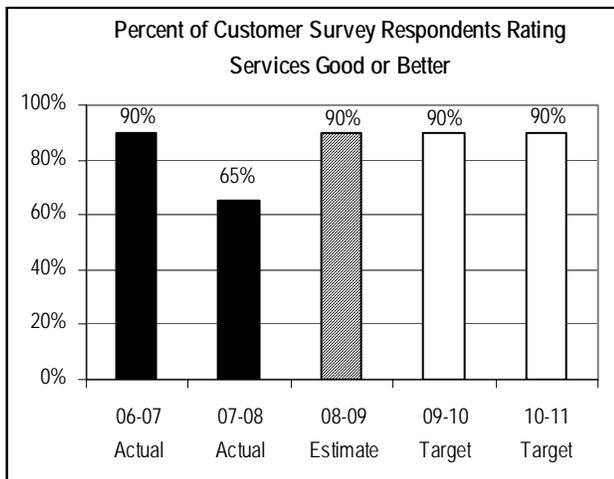
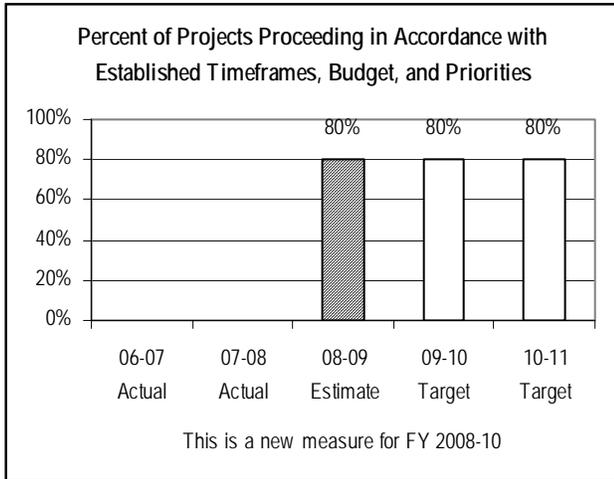
Administration and Support



Long Range Planning Services

Development Review Services

Headline Measures



Program Outcome Statement

The Long Range Planning Services Program formulates land use and transportation plans, policies, regulations and programs which determine the orderly and efficient development of urban and rural areas while conserving and protecting valuable natural resources through a process of extensive public participation and highly collaborative inter-governmental coordination. The program also administers the Department's code compliance function that primarily assures that development complies with County regulations.

Services and Accomplishments

The Long Range Planning Services Program primarily contributes to the Shared Vision of a Livable Community by 2025 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 City/County Association of Governments 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:

- Continued work on the General Plan Update, the San Francisco International Comprehensive Airport Land Use Compatibility Plan Update, and the Housing Element Update
- Obtained grant funds to conduct a comprehensive update of the North Fair Oaks Community Plan, and began this planning effort
- Performed a detailed evaluation of the Phase II Midcoast Groundwater Study and associated County well policies, pursued additional monitoring and analyses to fill data gaps, and evaluated policy implications
- Drafted an update of the County's Williamson Act Program and initiated public review
- Completed zoning amendments to establish new regulations for wireless telecommunication facilities

Story Behind Performance

The Long Range Planning Services Program (LRPS) strives to implement the County's Shared Visioning Commitments and Goals and to achieve high levels of customer satisfaction. In preparing the work program each year, staff determines whether potential projects implement commitments and goals. Each project is classified as to which commitment or goals it implements, and the amount of time spent on each project is monitored during the fiscal year. Many projects involve extensive public outreach and involvement, in the form of community meetings and public hearings.

During FY 2008-09, the LRPS Program established two steering committees, one associated with the North Fair Oaks Community Plan and one associated with the Housing Element update, to assist with setting direction for each of these important efforts. In addition, the Agricultural Committee assisted in the review of the draft Williamson Act program update. Use of steering and advisory committees ensures the coordination between the LRPS and the residents and stakeholders in the County. Their use also helps ensure that stakeholder needs are addressed as policies are developed for the long-term use of land within the unincorporated areas of the County.

The LRPS Program also used Planners from the Development Review Services Program to assist with projects and special studies. Current Planners were assigned to the LRPS program to work on the second dwelling unit ordinance, the grading ordinance, and updates to the sensitive Habitat Maps. This successful reallocation of resources allowed the LRPS Program to meet milestones and complete projects on time and within budget.

The LRPS Program was also successful in obtaining a competitive grant to complete a comprehensive update of the North Fair Oaks Community Plan, which is a component of the Program's larger effort to update the County's General Plan. LRPS will continue to pursue grant opportunities that help fund priority projects and ease strains on the County budget.

Ensuring that County residents and partner agencies and departments are satisfied with the services provided by Long Range Planning is a key object of the Program. To this end, LRPS seeks to obtain feedback on its performance from a wide range of constituents. In FY 2007-08, LRPS circulated Cares surveys to all residents of Emerald Lake Hills in conjunction with a survey regarding the community's satisfaction with current Design Review and Zoning Regulations. The input received from this community constituted the full extent of the surveys received during FY 2007-08, and indicated a satisfaction rating of only 65%, an anomaly for the Program. LRPS has made an effort to obtain feedback from a broader range of interested parties during FY 2008-09, and is aiming for a satisfaction rating of 90%.

Major challenges for the next two years will be:

- To produce quality land use policy projects with a limited staff, including updates to the General Plan, the Housing Element, the North Fair Oaks Community Plan, the Local Coastal Program,

the San Francisco International Airport Land Use Plan, and the County's Zoning Regulations

- To maximize opportunities for public participation in the development of land use policy by conducting public outreach in a culturally competent manner, as well as by enhancing public notice and feedback opportunities through the use of the County's website

Program Objectives

The Long Range Planning Services Program will meet performance targets by doing the following:

Ensure that at least 80% of the Long Range Planning Projects are Proceeding in Accordance with the Timeframes, Budget, and Priorities Established by the Planning Commission and Board of Supervisors

- Present annual work plans to the Planning Commission, Board of Supervisors, and relevant committees, to determine priorities, time lines, and budget allocations
- Keep the Planning Commission and Board of Supervisors informed about the status of Long Range Planning projects

Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Distribute more surveys that evaluate Long Range Planning projects and activities and gaining better rate of survey returns.
- Complete Long Range Planning projects in a manner that provides adequate opportunities for public input and responds to the interests and concerns of County residents
- Continue high-quality coordination between the LRPS Program and other departments and agencies, such as the Department of Housing, the City/County Association of Governments, the California Coastal Commission, and the Metropolitan Transportation Commission

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of minor projects / programs in development (less than one year) | 9 | 9 | 9 | 9 | 9 |
| Number of major projects / programs in development (one year or more) ⁽¹⁾ | 5 | 5 | 16 | 12 | 12 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| 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 | 18% | 11% | 12% | 10% | 10% |
| - Reduce traffic congestion | 3% | 7% | 2% | 10% | 10% |
| - Preserve and enhance the natural environment and increase recreational opportunities | 22% | 22% | 28% | 30% | 30% |
| - Enhance the built environment | 33% | 33% | 37% | 30% | 30% |
| - Reduce airport noise | 24% | 27% | 21% | 20% | 20% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of projects proceeding in accordance with established timeframes, budget, and priorities (data development) ⁽²⁾ | --- | --- | 80% | 80% | 80% |
| Percent of customer survey respondents rating services good or better | 90% | 65% | 90% | 90% | 90% |

⁽¹⁾The increase is primarily due to an increased number of grant-funded projects and projects intended to address new state laws and regulations.

⁽²⁾This was a new measure in FY 2008-09

Long Range Planning Services (3830P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 8.0 | 8.0 | 8.0 | 8.0 | | 8.0 |
| Funded FTE | 8.0 | 8.0 | 8.0 | 8.0 | 0.0 | 8.0 |
| Total Requirements | 1,756,911 | 885,169 | 2,135,935 | 1,337,724 | (798,211) | 1,373,688 |
| Total Sources | 881,339 | 706,532 | 1,031,523 | 231,200 | (800,323) | 231,200 |
| Net County Cost | 875,572 | 178,638 | 1,104,412 | 1,106,524 | 2,112 | 1,142,488 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 209,838 | 210,240 | 402 | 228,498 |
| Non-Mandated Services | | | 894,574 | 896,284 | 1,710 | 913,990 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,106,524 or 82.7%, of which \$1,106,524 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 regulations, special projects requested by the Board of Supervisors, a portion of cost-applied charges for administration and centralized services, and salary and benefit costs.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of Fund Balance; increased internal administrative services charges; and a slight increase to revenue generated from staff time spent on performing work for Airport Land Use Committee and Airport Community Roundtable.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (800,323) | 14,377 | 0 | 0 | 814,700 | 0 |

2. Use of Fund Balance and Reserves to Cover Operating Costs

Departmental Fund Balance and Reserves have been budgeted centrally in Administration. Reimbursement to Long Range Planning Services is increased to reflect the use of Reserves to offset operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 0 | (812,588) | 0 | (812,588) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (800,323) | 14,377 | (812,588) | 0 | 2,112 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and increased reimbursement for internal administrative services charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 66,588 | (30,624) | 0 | 35,964 | 0 |

Development Review Services (3840P)

Program Locator

County

 Livable Community

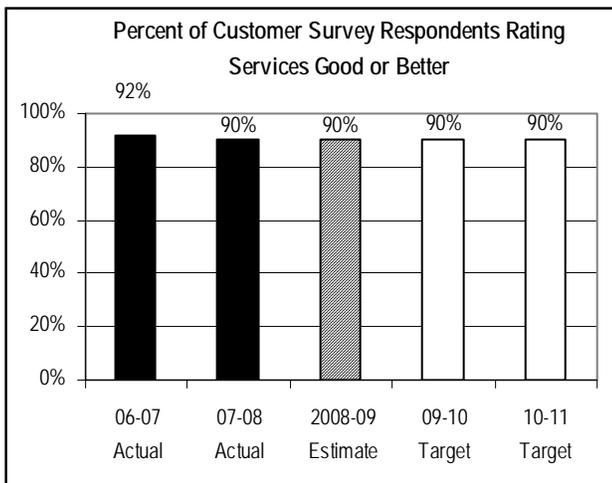
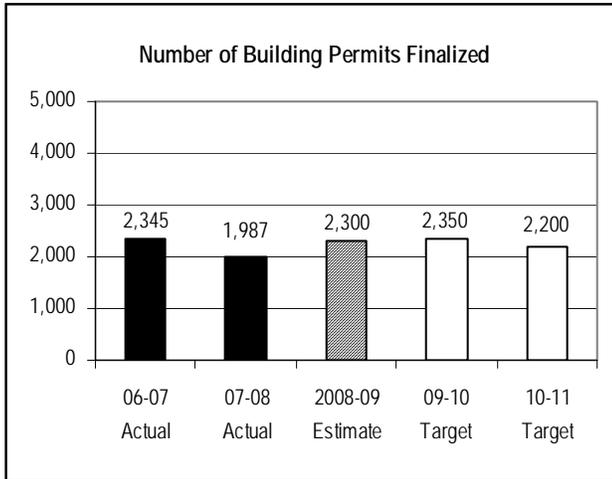
 Planning and Building Department

 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 Shared Vision of a Environmentally Conscious Community by 2025 by 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:

- Adopted revised building regulations for the "Green Building Program" clarifying certain standards and requirements of the County Building Code Regulations. Countywide, the Building Inspection Section continued coordination and networking with other building and fire departments to improve code development and implementation consistency
- Continued the "Green Building" public task force that consists of contractors, environmental interest groups, homeowners, trade representatives, realtors, and staff from the Planning and Building Department
- Began the process of drafting new procedures and policies, for consideration by the Planning Commission and Board of Supervisors, to bring the County into full compliance with the state Williamson Act regulations
- Initiated an internal cross-training program for staff to assist with workloads in other sections in the Department, as well as continued a comprehensive Planning and Building staff training program for all staff
- Implemented over-the-counter building permits for kitchen and bathroom remodels, online permitting for simple building permits, and express service and reviews for solar photovoltaic building permits
- IVR (interactive voice response) system in Building Inspection was updated for the public to access their time of inspection
- New express service customer assistance process was instituted for both simple building permit applications and picking up building permits ready for issuance
- Adopted revised and updated County Building Code Regulations, including local amendments to comply with current state Building Code Regulations (CBC 2007 codes)
- Received an ISO (Insurance Services Office) rating of 2 (improved from last year's rating of 7 and where 1 is the best) for the Building Inspection Section's improvements in building code adoption, building code enforcement and staff training
- Continued revising and updating the County's California Environmental Quality Act (CEQA) initial study checklist and implementation and procedures documents
- Provided more educational materials to customers informing them of the Regional Water Quality Control Board's (RWQCB) requirements for allowable impervious surface of 10,000 square

feet for compliance with National Pollution Discharge Elimination System (NPDES) Provision C.3 requirements and revised an interdepartmental project and applicant checklist for compliance with mandated requirements for review during plan checking

Story Behind Performance

With the current staffing levels in the Development Review Services Program, processing planning applications within four months to a public hearing went from 69% in FY 2007-08 to 75% in FY 2008-09, and the Program continues to pursue improved internal procedures for planning and building plan checking to reduce turnaround times. The Program's new performance measure of calculating the "Average Number of Days the Department Takes to Issue a 'Major Type' Building Permit" has indicated it takes approximately 225 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 a 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. This measure is being further refined to reflect only the staff time involved in issuing this category of permit, and monitoring this will continue to assist in evaluating both staffing and internal procedures to improve permit processing.

Past improvements in the organization (staff re-organization, additional staff, and professional consultants) have improved customer service. Despite current conditions, such as the suspension of the contract planner and contract plan checking services as a cost-saving measure, the Program's ability to exceed the countywide standard of 90% customer satisfaction has not been compromised. Customer satisfaction is directly related to adequate staffing level and the training of staff. The ability to serve customers within 20 minutes or less continues to improve with 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. In the Development Review Services Program, the Building Inspection Section conducted monthly Green Building Task Force committee meetings 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 current California Building Code Regulations (CBC 2007 version).

As part of the ongoing response to the state's audit of the County's Williamson Act Program, the Planning and Building Department sent surveys out to all Williamson Act contract holders, yielding a 76% response from 292 contract holders. The survey information was reviewed by the working group charged with drafting the County's revised Williamson Act Program, including a consultant and representatives from the Agricultural Commission, the Assessor's Office, County Counsel, Long Range Planning and Current Planning. The Agricultural Advisory Board also initiated a program to receive feedback on new procedures and policies for the County's draft Williamson Act Program. The draft program was presented to the Planning Commission for review in June.

Major challenges over the next two years will be:

- To expedite and complete plan checking comments within 30 days and building permit inspections within two days for projects qualifying with the "Green Building Program"
- To develop, adopt, and implement policy and procedural revisions to the County's administration of the 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 shorter timeframes
- To improve the building permit field inspection recordation process by investigating and utilizing new technologies in the industry including interactive voice response (IVR) enhancements

Program Objectives

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

Achieve An Overall Customer Satisfaction Rating of at Least 90%

- Continue to develop and modify internal processes for adjusting the Development Review Center's counter staffing levels for counter service by utilizing the Building Permit Coordinator
- 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. With the Building Permit Coordinator and three Building Permit Technicians available at the counter, all four staff are trained to process express permits
- Continue to improve online web content, including redesigning the Department's website, and resources for the public to access on our website
- Further explore development of an online, customer-accessible Geographical Information System (GIS)
- Continue to improve the online web-based building permit process using the Internet for simple building permits
- Ensure all staff participate in continuous comprehensive training programs

- Ensure staff are consistent in processing applications and providing information to the public and applicants

Issue 2,000 Building Permits and Improve Planning and Building Permit Processing

- Further refine and modify internal processes and procedures for expediting projects qualifying for the "Green Building Program"
- Continue to update and redesign the Department's website, including developing and modifying internal processes and procedures for providing Internet links to staff reports for public hearings on the website
- 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
- Continue to update and refine for our customers easy-to-understand brochures, handouts, and forms for complying with the "Green Building Program"
- Continue to implement the National Pollutant Discharge Elimination System (NPDES) Operation and Maintenance Program for permanent stormwater treatment measures
- Expand the cross-training program for staff to improve and enhance their skills to assist with workloads in other sections of the Department

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of building permits issued | 2,135 | 1,944 | 2,000 | 2,000 | 2,000 |
| Number of customers seen at the Development Review Center | 14,994 | 13,464 | 12,150 | 13,000 | 14,000 |
| Average number of days to issue a Major Type building permit (data development) | --- | --- | 225 | 225 | 225 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customers served at the Development Review Center within twenty minutes | 82% | 89% | 90% | 90% | 90% |
| Percent of planning permits requiring a public hearing processed within four months | 32% | 69% | 75% | 85% | 85% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents rating services good or better | 92% | 90% | 90% | 90% | 90% |
| Number of building permits finalized | 2,345 | 1,987 | 2,300 | 2,350 | 2,200 |
| Percent of major type building permits issued within 365 days (data development) | --- | --- | 85% | 85% | 85% |

Development Review Services (3840P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 33.0 | 34.0 | 32.0 | 32.0 | | 32.0 |
| Funded FTE | 32.8 | 33.8 | 31.6 | 31.7 | 0.1 | 31.7 |
| Total Requirements | 6,921,656 | 6,666,329 | 6,977,075 | 4,428,139 | (2,548,936) | 4,728,503 |
| Total Sources | 6,681,223 | 5,834,615 | 6,127,884 | 3,941,477 | (2,186,407) | 4,222,641 |
| Net County Cost | 240,434 | 831,714 | 849,191 | 486,662 | (362,529) | 505,862 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 636,893 | 364,996 | (271,897) | 379,397 |
| Non-Mandated Services | | | 212,298 | 121,666 | (90,632) | 126,465 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$486,662 or 11%, of which \$486,662 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 assignment projects requested by the Board of Supervisors, Planning Commission and other agencies, special development projects, CEQA Handbook revisions, resource planning, and Zoning Ordinance review.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); reduction in contract expenditures; increased in-house administrative service charges; elimination of Department of Public Works (DPW) staffing costs associated with a DPW position no longer working in the Department; elimination of Fund Balance allocation; and decline in revenue resulting from a decrease in building construction activity and related permit applications for new development, particularly building permits, zoning permits and design review applications.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,186,407) | (544,508) | 0 | 0 | 1,641,899 | 0 |

2. Use of Fund Balance and Reserves to Cover Operating Costs

Departmental Fund Balance and Reserves have been budgeted centrally in Administration. Reimbursement to Development Review Services is increased to reflect the use of Reserves to offset operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 0 | (1,604,428) | 0 | (1,604,428) | 0 |

3. Reduction in General Fund Contribution

The annual General Fund allocation resulting from the implementation of Phase I and Phase II recommendations made by the Planning and Building Task Force to add new positions is reduced. The loss will be offset by use of Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 0 | (400,000) | 0 | (400,000) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,186,407) | (544,508) | (2,004,428) | 0 | (362,529) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); decreased reimbursement for in-house administrative service charges; and an increase in permit and fees revenue.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 281,165 | 269,740 | 30,625 | 0 | 19,200 | 0 |

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Local Agency Formation Commission (3570B)

Program Locator

County

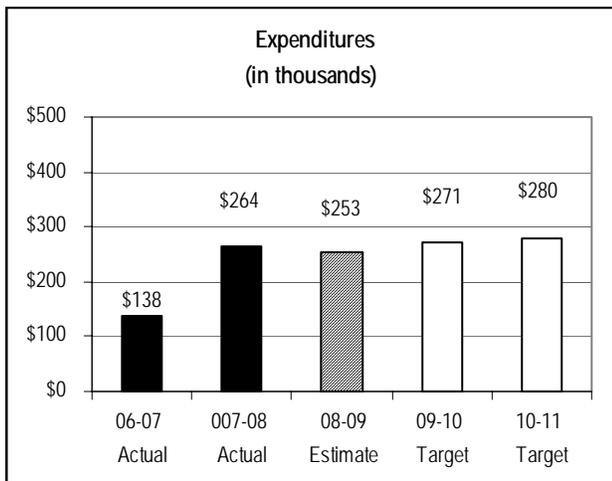
- Collaborative Community
- Planning and Building Department

▷ **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 2009-10 Recommended Budget which is funded by the General Fund is \$87,827 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 budgeted in the County Manager's Office / Clerk of the Board Program.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increase in contract amount to fund 70% of a secretarial position shared with the County

Parks Department and elimination of one-time contract costs for consultants; application of larger than expected Fund Balance and decrease in County contribution and intergovernmental revenue from cities and special districts.

| | |
|---------------------|----------|
| Revenue/Sources | (8,066) |
| Appropriations | 8,917 |
| Intrafund Transfers | 8,395 |
| Reserves | (25,378) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC) and increase in County contribution and intergovernmental revenue from cities and special districts.

| | |
|---------------------|---------|
| Revenue/Sources | 6,773 |
| Appropriations | 10,159 |
| Intrafund Transfers | (3,386) |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

Local Agency Formation Commission (3570B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,265 | | | | | |
| Intergovernmental Revenues | 153,200 | 186,689 | 192,444 | 175,654 | (16,790) | 182,427 |
| Charges for Services | 21,634 | 19,068 | 25,000 | 25,000 | | 25,000 |
| Interfund Revenue | | | 160 | | (160) | |
| Total Revenue | 176,099 | 205,757 | 217,604 | 200,654 | (16,950) | 207,427 |
| Fund Balance | 6,335 | 59,101 | 91,609 | 100,493 | 8,884 | 100,493 |
| TOTAL SOURCES | 182,434 | 264,858 | 309,213 | 301,147 | (8,066) | 307,920 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 179,132 | 194,890 | 205,077 | 210,897 | 5,820 | 221,056 |
| Services and Supplies | 14,604 | 46,467 | 89,401 | 93,544 | 4,143 | 93,544 |
| Other Charges | 15,961 | 30,846 | 55,332 | 54,286 | (1,046) | 54,286 |
| Gross Appropriations | 209,698 | 272,203 | 349,810 | 358,727 | 8,917 | 368,886 |
| Intrafund Transfers | (71,555) | (102,610) | (96,222) | (87,827) | 8,395 | (91,213) |
| Net Appropriations | 138,143 | 169,593 | 253,588 | 270,900 | 17,312 | 277,673 |
| Contingencies/Dept Reserves | 44,291 | 95,265 | 55,625 | 30,247 | (25,378) | 30,247 |
| TOTAL REQUIREMENTS | 182,434 | 264,858 | 309,213 | 301,147 | (8,066) | 307,920 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 1.0 | 1.0 | 1.0 | 1.0 | | 1.0 |
| Funded FTE | 1.0 | 1.0 | 1.0 | 1.0 | | 1.0 |

County Library (3700B)

Program Locator

County

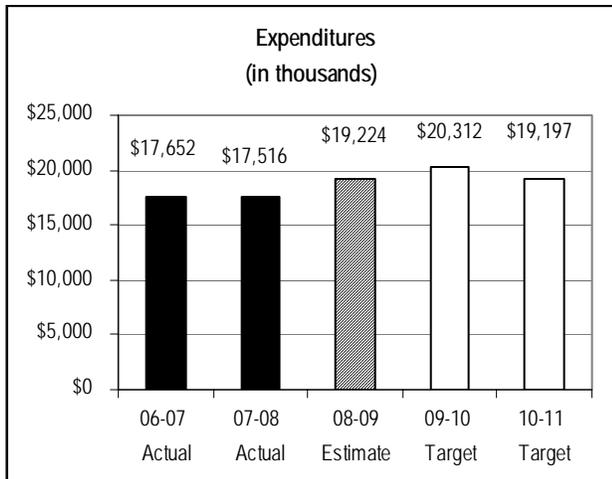
Livable Community

Planning and Building Department

Local Agency Formation Commission

▷ **County Library**

Department of Housing



Budget Unit Description

The San Mateo County Library provides innovative library services that connect diverse communities with information in a variety of formats that support individual growth and enrichment, build skills that assist in finding, evaluating and using information effectively, promote literacy for all ages, support current and continuing educational goals, and offer current materials of popular and recreational interest.

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund is \$157,388 or less than one percent, and represents the County's contribution to the Library Joint Powers Authority. The General Fund contribution is displayed as Interfund Revenue and the expenditure is appropriated in Memberships and Contributions (1900B). Library operations are primarily funded by property tax revenue from the Library JPA member jurisdictions.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of merit increases; annualized negotiated labor increases; increases in retiree health costs due to transition from a pay-as-you-go method to funding the Annual Required Contribution (ARC); deletion of one-time equipment and materials purchases; and an increase in support costs distributed to the branch libraries through an Intrafund Transfer. Budgeted revenue from secured property tax has been increased based on very modest growth in prices and appraised property values. Adjustments in Fund Balance and Reserves based on FY 2008-09 year-end projections.

| | |
|---------------------|-----------|
| Revenue/Sources | 709,886 |
| Appropriations | (698,349) |
| Intrafund Transfers | (403,305) |
| Reserves | 1,811,540 |
| Net County Cost | 0 |
| Positions | 0 |

2. System Wide Equipment and Materials Purchases

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 the installation of automated materials handling systems at the San Carlos and Belmont libraries; additional children and adult collections and audio / digital materials; replacement of furniture and shelving at the Foster City Library; replacement of 150 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; staff

workspace improvements that will allow for greater flexibility and efficiency; and redesign of the smcl.org website or "eBranch".

| | |
|---------------------|-------------|
| Revenue/Sources | 940,675 |
| Appropriations | 2,182,100 |
| Intrafund Transfers | 0 |
| Reserves | (1,241,425) |
| Net County Cost | 0 |
| Positions | 0 |

3. Position Changes

To support system wide needs related to staff training and development, financial operations, facility and operational planning, and increasing reliance on information technology, the following position changes have been made; three vacant positions including one Office Assistant, one Project Read Program Director, and one Library Services Manager have been deleted. Two Management Analyst positions and one Information Technology Technician have been added; and one vacant Accountant position has been increased from part time to full time. There is no change to the total position count. The modest cost increase has been offset with Reserves. This reorganization will improve outcomes by ensuring that new and existing employees have the skills necessary to deliver outstanding services, that financial support is responsive and timely, that information technology remains current, and that system and facility projects and programs are effectively implemented in order for the organization to stay relevant in today's library environment.

| | |
|---------------------|---------|
| Revenue/Sources | 0 |
| Appropriations | 6,930 |
| Intrafund Transfers | 0 |
| Reserves | (6,930) |
| Net County Cost | 0 |
| Positions | 0 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|-----------|
| Revenue/Sources | 1,650,561 |
| Appropriations | 1,490,681 |
| Intrafund Transfers | (403,305) |
| Reserves | 563,185 |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

4. 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 | (1,063,796) |
| Appropriations | (2,069,729) |
| Intrafund Transfers | 784,629 |
| Reserves | 220,575 |
| Net County Cost | 0 |
| Positions | 0 |

5. Replacement of Bookmobile

In order to serve the special needs of remote or isolated customers that do not or are unable to obtain library services at a branch, the bookmobile will be replaced. The existing bookmobile was purchased in 1994 and has reached the end of its useful life. This purchase will be fully offset by Reserves set aside for this purpose.

| | |
|---------------------|-----------|
| Revenue/Sources | 0 |
| Appropriations | 170,000 |
| Intrafund Transfers | 0 |
| Reserves | (170,000) |
| Net County Cost | 0 |
| Positions | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| | |
|---------------------|-------------|
| Revenue/Sources | (1,063,796) |
| Appropriations | (1,899,000) |
| Intrafund Transfers | 784,629 |
| Reserves | 50,575 |
| Net County Cost | 0 |
| Positions | 0 |

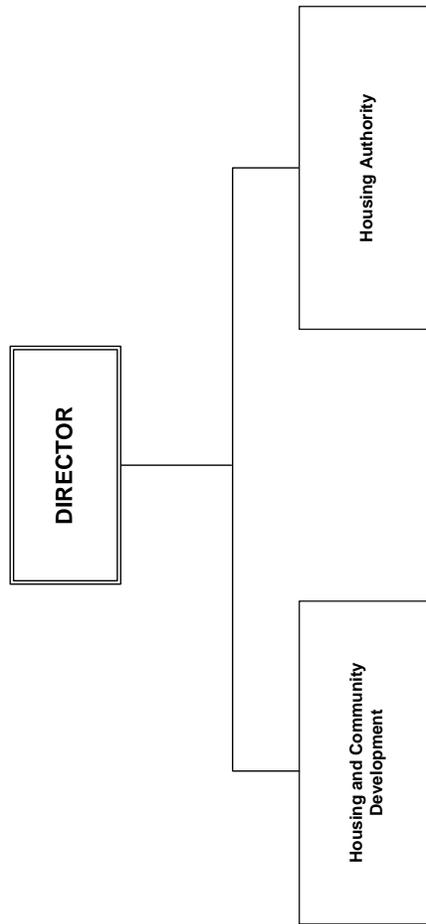
County Library (3700B)
County Library Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 15,700,266 | 16,770,972 | 16,473,874 | 17,020,839 | 546,965 | 16,380,164 |
| Use of Money and Property | 339,895 | 340,979 | 334,103 | 159,512 | (174,591) | 159,512 |
| Intergovernmental Revenues | 789,970 | 697,069 | 664,471 | 508,523 | (155,948) | 496,844 |
| Charges for Services | 666,756 | 722,505 | 643,000 | 697,000 | 54,000 | 697,000 |
| Interfund Revenue | 138,242 | 145,570 | 150,158 | 157,388 | 7,230 | 157,388 |
| Miscellaneous Revenue | 438,831 | 478,841 | 365,778 | 520,525 | 154,747 | 344,525 |
| Total Revenue | 18,073,960 | 19,155,937 | 18,631,384 | 19,063,787 | 432,403 | 18,235,433 |
| Fund Balance | 7,888,800 | 8,310,727 | 9,950,614 | 11,168,772 | 1,218,158 | 10,933,330 |
| TOTAL SOURCES | 25,962,760 | 27,466,664 | 28,581,998 | 30,232,559 | 1,650,561 | 29,168,763 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 10,753,176 | 11,078,141 | 11,946,835 | 12,324,677 | 377,842 | 13,002,406 |
| Services and Supplies | 13,198,315 | 12,125,246 | 13,944,618 | 15,064,296 | 1,119,678 | 12,717,567 |
| Other Charges | 1,150,872 | 1,098,894 | 1,270,413 | 1,353,574 | 83,161 | 1,353,574 |
| Fixed Assets | 133,296 | 45,501 | 490,000 | 400,000 | (90,000) | 170,000 |
| Gross Appropriations | 25,235,657 | 24,347,783 | 27,651,866 | 29,142,547 | 1,490,681 | 27,243,547 |
| Intrafund Transfers | (7,583,625) | (6,831,733) | (8,427,100) | (8,830,405) | (403,305) | (8,045,776) |
| Net Appropriations | 17,652,032 | 17,516,050 | 19,224,766 | 20,312,142 | 1,087,376 | 19,197,771 |
| Contingencies/Dept Reserves | 7,460,727 | 9,000,314 | 5,060,132 | 5,601,842 | 541,710 | 6,042,417 |
| Non-General Fund Reserves | 850,000 | 950,300 | 4,297,100 | 4,318,575 | 21,475 | 3,928,575 |
| TOTAL REQUIREMENTS | 25,962,759 | 27,466,664 | 28,581,998 | 30,232,559 | 1,650,561 | 29,168,763 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 128.0 | 128.0 | 130.0 | 130.0 | | 130.0 |
| Funded FTE | 112.9 | 112.8 | 112.8 | 113.0 | 0.2 | 113.0 |

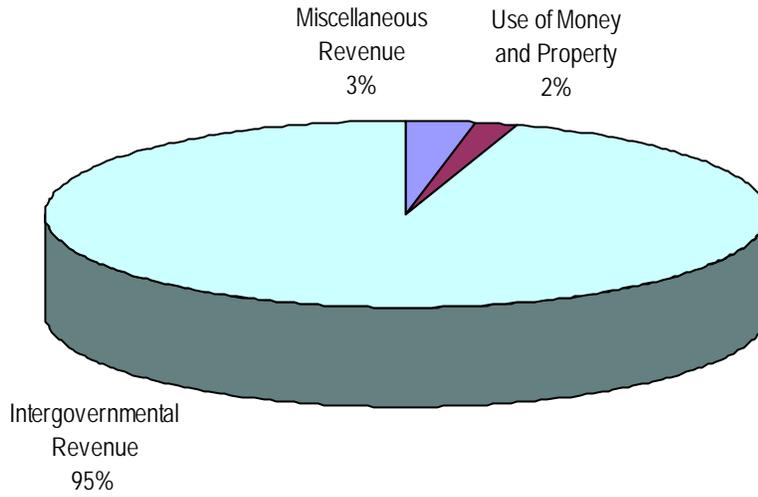
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DEPARTMENT OF HOUSING

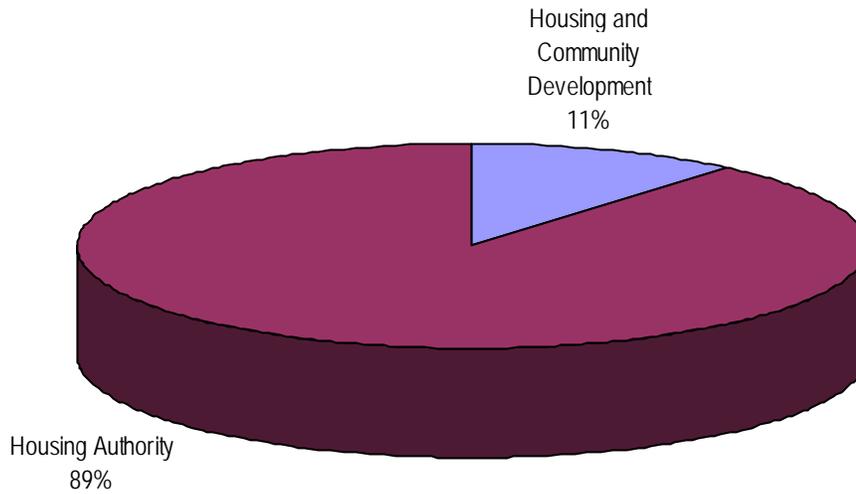


Department of Housing

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

Livable Community

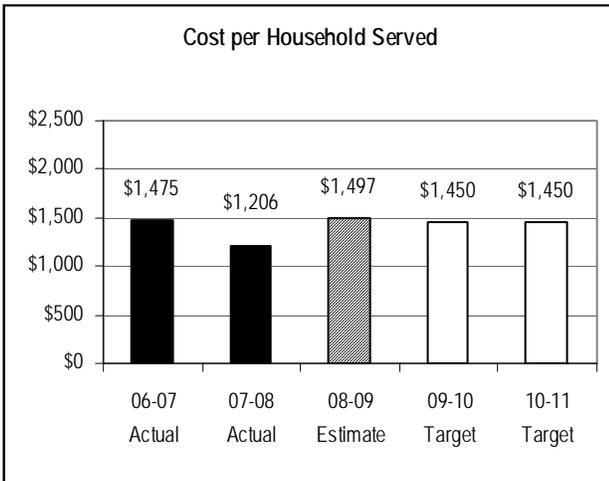
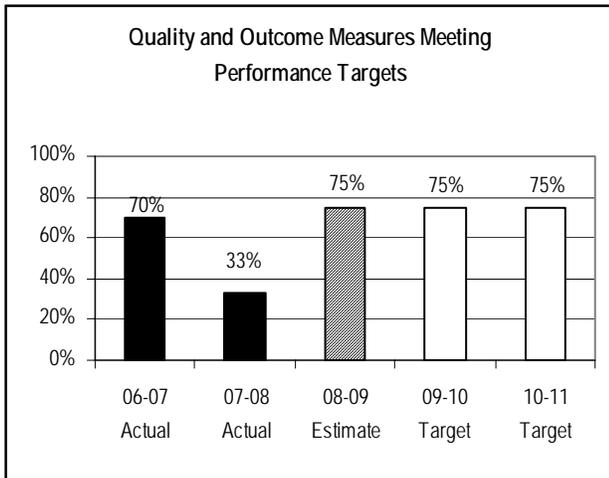
Planning and Building Department

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 2000 – 2008)

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**

In the past decade, 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 new affordable housing for more than 1,600 additional households.

PROSPEROUS COMMUNITY: Our economic strategy fosters innovation in all sectors, creates job, builds community and educational opportunities for all residents.

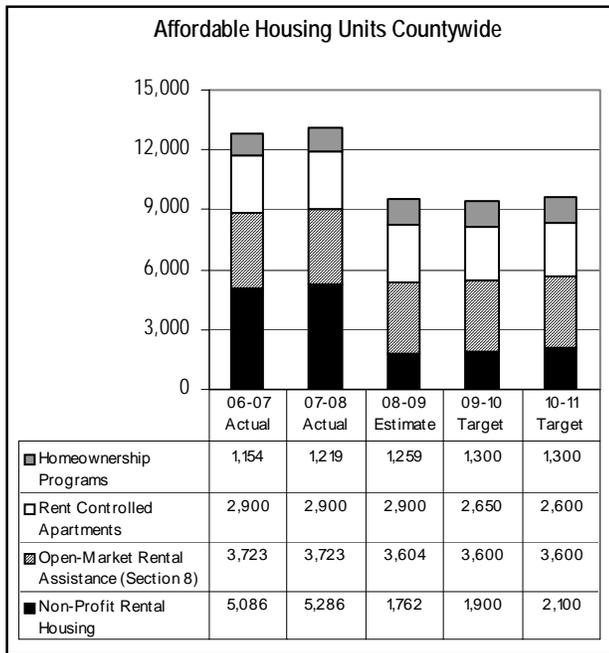
• **Housing Options Anchor Healthy Economy and Transit**

Housing options for a wide spectrum of households directly contribute to economic revitalization and improved transit service through increased 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**

Historically, almost all of the Department of Housing’s programs have provided 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 collaboratives such as the Housing Endowment and Regional Trust (HEART), the Ten-Year Plan to End Homelessness (HOPE) initiative, and Grand Boulevard.



Major Accomplishments in FY 2008-09

LIVABLE COMMUNITY

- Contributed funding to 55 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, a showcase transit-oriented development at the Colma BART station

HEALTHY COMMUNITY

- Extended funding for the Family Self-Sufficiency, Shelter Plus Care, and Moving To Work programs
- Maintained nearly full utilization of rental assistance vouchers

COLLABORATIVE COMMUNITY

- Launched countywide Housing Strategy project and published Housing Needs Study summary
- Provided staffing and technical assistance to HEART, and participated actively in implementation of the HOPE initiative
- Organized, 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 is enormous, and growing

- **Inadequate Housing Supply**—The constrained housing supply is a major factor in driving up housing costs and pushing fixed-income, entry-level and mid-workforce residents and workers out of the market
- **Lack of Consistent Local Political Support**—Although a strong market apparently exists for well-designed, compact infill housing in downtowns and near transit, local political support has not emerged consistently to zone for infill housing and gain land use approvals for specific developments
- **Lack of Comprehensive Housing Strategy**—Although various housing initiatives are being pursued by numerous agencies and organizations, there is no comprehensive strategy that is supported by a countywide political constituency for implementation.
- **Adapting Best Practices to Unique County Needs**—Solutions to critical technical problems that have been applied successfully in other areas with more centralized land use authority, for example San Jose, San Diego, Denver or Portland Oregon, have not been adapted to San Mateo County’s multi-city political context.

Key Department Initiatives

1. Countywide Housing Solutions Network

Alignment to Shared Vision:

- Livable Community
- Collaborative Community

Major Issues to be Addressed:

- Insufficient goal alignment and program coordination among the County, cities, agencies, and organizations
- Insufficient 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 develop measurable housing goals with feasible housing production targets that achieve them
- Produce targeted housing policy and implementation reports that will serve as valuable resources to local decision-makers, developers and community partners

- Increase annual funding five-fold for special needs housing

Major Milestones:

- Publish and disseminate the countywide Housing Solutions Strategy
- Publish the next two installments of public education booklets on key housing issues
- Implement a web-based communication tool enabling stakeholders to check progress of key housing indicators and countywide housing initiatives
- Establish a working group comprising 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 2009-10 Budget Impact:

Approximately \$400,000 in federal and other funding sources will cover staffing and other costs of these Department of Housing initiatives, with no Net County Cost.

2. 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
- Affordable aging-in-place living opportunities are a high-priority need
- Two sites (HMV and MVW) 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

Goals:

- Replace aging affordable housing complexes (MWV and HMV) with an increased amount of new housing 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" a portion of Section 8 vouchers

Objectives:

- Establish a development plan among all partners for the new Half Moon Village campus
- 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:

- Establish a development plan for Half Moon Village that is agreed upon by all partners.
- Secure various sources of financing for Half Moon Village campus development
- 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
- Initiate sale of buildings at ECV complex to a not-for-profit affordable housing provider
- Undertake early stage redevelopment planning for MWV
- Release Notice of Funding Availability (NOFA) for project-based vouchers

Partners:

- City of Half Moon Bay
- Health System
- Nonprofit housing developers and service providers

FY 2009-10 Budget Impact:

Approximately \$100,000 in federal and other funding sources available through the Housing Authority will cover consulting and other costs with no Net County Cost.

Department of Housing (7900B)
ALL FUNDS

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 1,276,856 | 1,424,487 | 1,489,508 | 1,454,508 | (35,000) | 1,454,508 |
| Intergovernmental Revenues | 71,394,868 | 69,732,459 | 72,860,803 | 70,073,260 | (2,787,543) | 70,073,260 |
| Interfund Revenue | | 245,000 | | | | |
| Miscellaneous Revenue | 4,022,306 | 3,177,410 | 2,987,589 | 2,175,093 | (812,496) | 2,175,093 |
| Total Revenue | 76,694,030 | 74,579,356 | 77,337,900 | 73,702,861 | (3,635,039) | 73,702,861 |
| Fund Balance | 650,868 | 473,064 | 8,448 | | (8,448) | |
| TOTAL SOURCES | 77,344,898 | 75,052,420 | 77,346,348 | 73,702,861 | (3,643,487) | 73,702,861 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 5,841,326 | 5,999,852 | 6,386,205 | 6,574,135 | 187,930 | 6,593,097 |
| Services and Supplies | 2,347,668 | 2,120,330 | 2,676,468 | 2,668,394 | (8,074) | 2,649,432 |
| Other Charges | 68,621,069 | 65,026,100 | 68,187,675 | 64,128,916 | (4,058,759) | 64,128,916 |
| Fixed Assets | 226,150 | 5,260 | 42,000 | 294,512 | 252,512 | 294,512 |
| Other Financing Uses | 22,267 | 15,288 | | | | |
| Net Appropriations | 77,058,480 | 73,166,830 | 77,292,348 | 73,665,957 | (3,626,391) | 73,665,957 |
| Contingencies/Dept Reserves | 825,854 | 1,885,590 | 54,000 | 36,904 | (17,096) | 36,904 |
| TOTAL REQUIREMENTS | 77,884,334 | 75,052,420 | 77,346,348 | 73,702,861 | (3,643,487) | 73,702,861 |
| NET COUNTY COST | 539,436 | | | | | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 66.0 | 65.0 | 65.0 | 63.0 | (2.0) | 62.0 |
| Funded FTE | 65.0 | 65.0 | 64.8 | 62.9 | (1.9) | 61.0 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$3,643,487, or 4.7% from the FY 2008-09 Revised to the FY 2009-10 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 temporary vacant units in Housing Authority Public Housing resulting in a decrease in total tenant rental payments in this funding source. Additional decreases reduced interest earnings assumptions.

Intergovernmental Revenues

There is a decrease of \$2,787,543 in this funding source due to a reduction in U.S. Department of Housing and Urban Development (HUD) revenue. For the previous three fiscal years, HUD allowed the Housing Authority to retain surplus funding in the Housing Choice Voucher's Program Net Restricted Assets as a reserve for future rental assistance payments. This year, however, HUD has decided to reclaim these funds by underfunding monthly reimbursements to the Housing Authority. This reduction in revenue will not affect the level of service provided to the current clients of Section 8 rental assistance.

Miscellaneous Revenue

There is a net decrease of \$812,496 in this funding source primarily due to a reduction in HUD block grants and a reduction in CDBG and HOME funding for reimbursements of administrative operational costs. The Rehabilitation Program, which provides loans to clients for housing repairs, is funded by CDBG. While loan payments have remained current, there are fewer loans and repayments as a result of the current economy.

Fund Balance

There is a decrease of \$8,448 in this funding source due to lower than expected administrative revenue and higher than expected costs in FY 2008-09 from the program administration portion of our federal grants. Savings generated from positions held vacant in FY 2008-09 helped to mitigate the reduction in Fund Balance.

TOTAL REQUIREMENTS

Total Requirements decreased by \$3,643,487, or 4.7% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$187,930 in this expenditure category due to new negotiated salary increases for Housing Authority employees, annualized negotiated labor increases for Housing and Community Development, and inclusion of merit increases for Housing and Community Development and the Housing Authority. Increases have been partially offset with the elimination of two vacant positions and increases in the use of Voluntary Time Off (VTO) in Housing and Community and Development.

Services and Supplies

There is a net decrease of \$8,074 in this expenditure category primarily due to the reduction of consulting contract services from the policy unit of Housing and Community Development.

Other Charges

There is a net decrease of \$4,058,759 in this expenditure category due to reductions in HUD revenue which will result in less funding available for various Housing Authority projects.

Fixed Assets

There is an increase of \$252,512 in this expenditure category to align the budget more closely with projected equipment purchases such as home appliance replacements for public housing units and capital projects for public housing units with historical actuals.

Contingencies and Departmental Reserves

There is a decrease of \$17,096 in this expenditure category. The balance in Reserves is 0.5% of General Fund Net Appropriations, which is under the 2% Reserves policy by \$126,778.

FY 2010-11 Budget Overview

TOTAL SOURCES

There is no change in Total Sources from the FY 2009-10 to the FY 2010-11 Recommended Budget.

TOTAL REQUIREMENTS

There is no net change in Total Requirements from the FY 2009-10 to the FY 2010-11 Recommended Budget.

Salaries and Benefits

There is a net increase of \$18,962 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, and the elimination of one Housing and Community Development Specialist III position.

Services and Supplies

There is a net decrease of \$18,962 in this expenditure category due to a reduction in professional contracts in the policy unit.

Housing and Community Development (7920P)

Program Locator

County

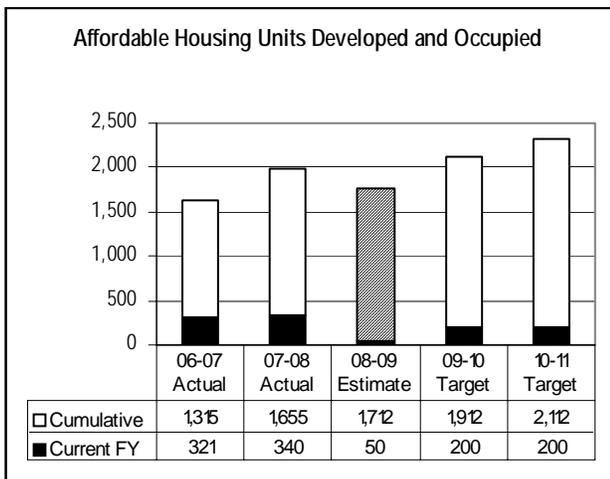
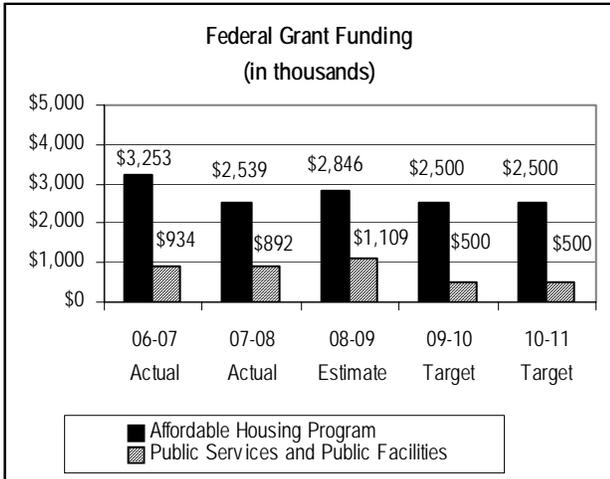
 Livable Community

 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 City/County Association of Governments (C/CAG).

The following are major accomplishments in the current year:

- Convened and facilitated countywide collaboration to assist jurisdictions with their 2009 Housing Element updates ("21 Elements" project) and published the Infill Housing guide
- Assisted the Planning and Building Department in securing a \$500,000 planning grant for the North Fair Oaks area
- Contributed funding and technical assistance to help complete a total of 55 units in two projects providing decent and affordable homes for workers and residents, including persons with special needs; 131 additional units are under construction in three other developments
- Initiated a collaboration Health Services and local nonprofit partners to create 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 those existing programs that have proven effective, in light of the current economic downturn and the federal and state budget situation that have resulted in cuts in federal Housing and Urban Development (HUD) funding to the Community Development Block Grants (CDBG), HOME, and Emergency Shelter Grants (ESG) programs
- To stimulate countywide production of infill housing, especially affordable special needs housing, in light of the County's limited subsidy resources and land use regulatory authority
- To promote effective coordination and targeting of housing resource allocation among numerous public and private entities, given the diversity of their allocation processes and priorities
- To revamp 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 for Completion by the End of FY 2009-10

- Continue to 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 through FY 2009-10

- Continue to partner with HEART and HOPE in implementing fund development strategies
- Support statewide and local campaigns to develop a dedicated source of public funding for affordable housing as a necessary part of community infrastructure
- Organize and promote coordination of subsidies among local funding sources for supportive and affordable housing development projects
- Collaborate with other County agencies to develop project proposals for supportive housing funded by the state Mental Health Services Act
- Maximize use of project-based vouchers to enable development of supportive housing and to retain federal housing subsidies in the form of project equity

Provide 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
- Facilitate development of a multi-agency senior services campus plan that will guide development of more and better housing opportunities 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Federal grant funding expended on: | | | | | |
| - Affordable housing programs | \$3,252,664 | \$2,539,417 | \$2,846,329 | \$2,500,000 | \$2,500,000 |
| - Public Services and Public Facilities | \$933,949 | \$891,670 | \$1,009,911 | \$500,000 | \$500,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Homeowner Assistance loans distributed: | | | | | |
| - Rehabilitation loans | \$473,165 | \$455,000 | \$250,000 | \$500,000 | \$500,000 |
| - Down payment | \$428,720 | \$382,390 | \$100,000 | \$200,000 | \$200,000 |
| Percent of customer survey respondents rating services good or better | 90% | 95% | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of Affordable Housing Units developed and occupied: | | | | | |
| - Annual | 321 | 340 | 55 | 200 | 200 |
| - Cumulative (since FY 1999-00) | 1,315 | 1,655 | 1,710 | 1,910 | 2,110 |
| Number of households benefitting from Homeowner Assistance loans ⁽¹⁾ | 12 | 1,374 | 320 | 1,400 | 1,400 |

(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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 19.0 | 19.0 | 19.0 | 17.0 | (2.0) | 16.0 |
| Funded FTE | 19.0 | 19.0 | 18.8 | 16.9 | (1.9) | 15.9 |
| Total Requirements | 11,396,563 | 9,968,472 | 8,977,073 | 8,221,022 | (756,051) | 8,221,022 |
| Total Sources | 10,857,127 | 9,968,472 | 8,977,073 | 8,221,022 | (756,051) | 8,221,022 |
| Net County Cost | 539,436 | | | | | |

Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from the Community Development Block Grants (CDBG), the HOME Partnership Act, and the Emergency Shelter Grant from the U.S. Department of Housing and Urban Development (HUD).

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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: negotiated labor increases and inclusion of merit increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). Increases in operating costs more than offset with reductions in general office, travel, and contract expenditures. One-time Fund Balance has been eliminated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (756,051) | (501,481) | 0 | (17,096) | 237,474 | 0 |

2. Reduction in Workforce

Federal grant funding continues to decrease each year while expenditures continue to increase. In order to balance the budget, one vacant Management Analyst III position and one vacant Accountant I / II position have been eliminated. These positions have been held vacant in FY 2008-09 to meet the countywide 5% hiring freeze. The workload from these two positions has been redistributed within the unit and there is no impact to performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (237,474) | 0 | 0 | (237,474) | (2) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (756,051) | (738,955) | 0 | (17,096) | 0 | (2) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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: negotiated labor increases and inclusion of merit increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 148,471 | 0 | 0 | 148,471 | 0 |

4. Reduction in Workforce

Given anticipated reductions in available funding to perform HCD functions, the Department will delete one HCD Specialist. This is a filled position.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (129,509) | 0 | 0 | (129,509) | (1) |

5. Reduction in Professional Contracts

Consultant contracts will either not be renewed or decreased to cover the anticipated cost of health care and retiree health care.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (18,962) | 0 | 0 | (18,962) | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

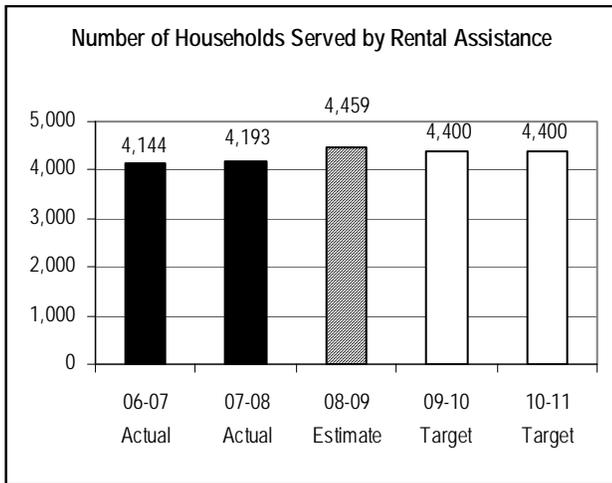
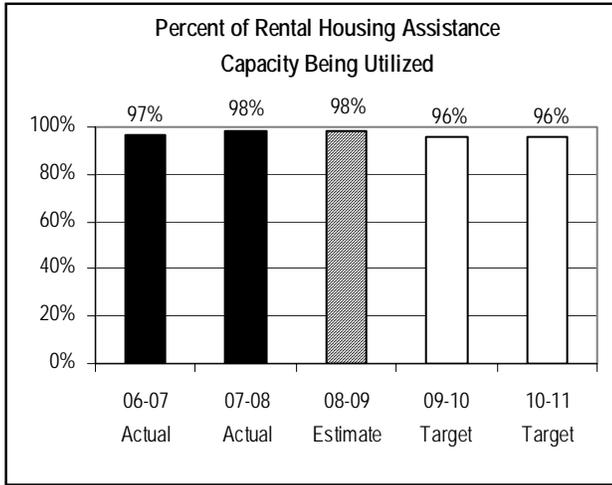
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 0 | 0 | 0 | 0 | (1) |

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 expenses.

The Housing Authority also administers special programs that receive separate funding from HUD, typically through an annual nationwide competition. The Shelter Plus Care program provides 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 28 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:

- Completed the first year of a planning process to reform the voucher program under regulatory flexibility granted under the MTV Program, an initiatives 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
- Implemented a 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
- Reopened Section 8 voucher wait list for first time since 2002 attracting over 23,000 diverse applicants and used a lottery, to create a new three-year waiting list comprising approximately 3,600 households.
 - 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

- Work with Daly City on an "opportunity site" plan for Midway Village, including replacement housing

Target Some Existing Vouchers More Precisely to Support HOPE Plan

- To the maximum allowable extent, make project-based vouchers available, especially for supportive housing
- 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
- To revamp performance measures to reflect broader program objectives and better demonstrate the alignment of departmental operations with countywide housing strategy

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 to non-profit ownership using project-based vouchers; retain control with ground lease
- Coordinate multi-agency planning of a senior services campus to include rebuilding Half Moon Village

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of households served by rental assistance ⁽¹⁾ | 4,144 | 4,193 | 4,459 | 4,400 | 4,400 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| 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% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of clients successfully transitioning out of rental housing assistance ⁽²⁾ | 35 | 6 | 43 | 45 | 45 |

⁽¹⁾ 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.

⁽²⁾ 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 2007-08 and FY 2008-09 is because of a change in type of data included in the measure.

Housing Authority (7930P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 47.0 | 46.0 | 46.0 | 46.0 | | 46.0 |
| Funded FTE | 46.0 | 46.0 | 46.0 | 46.0 | | 46.0 |
| Total Requirements | 66,487,771 | 65,083,948 | 68,369,275 | 65,481,839 | (2,887,436) | 65,481,839 |
| Total Sources | 66,487,771 | 65,083,948 | 68,369,275 | 65,481,839 | (2,887,436) | 65,481,839 |

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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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: negotiated labor increases; inclusion of merit increases; and annualization of mid-year position changes. These increases are partially offset with reductions in contract expenditures for equipment and capital projects and decreases in the Housing Choice Voucher Program (Section 8).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,887,436) | (2,887,436) | 0 | 0 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

No change.

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Environmentally Conscious Community

FY 2009-10 and FY 2010-11
Recommended Budget



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.

Shared Vision 2025

Healthy Community

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

Prosperous Community

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

Livable Community

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

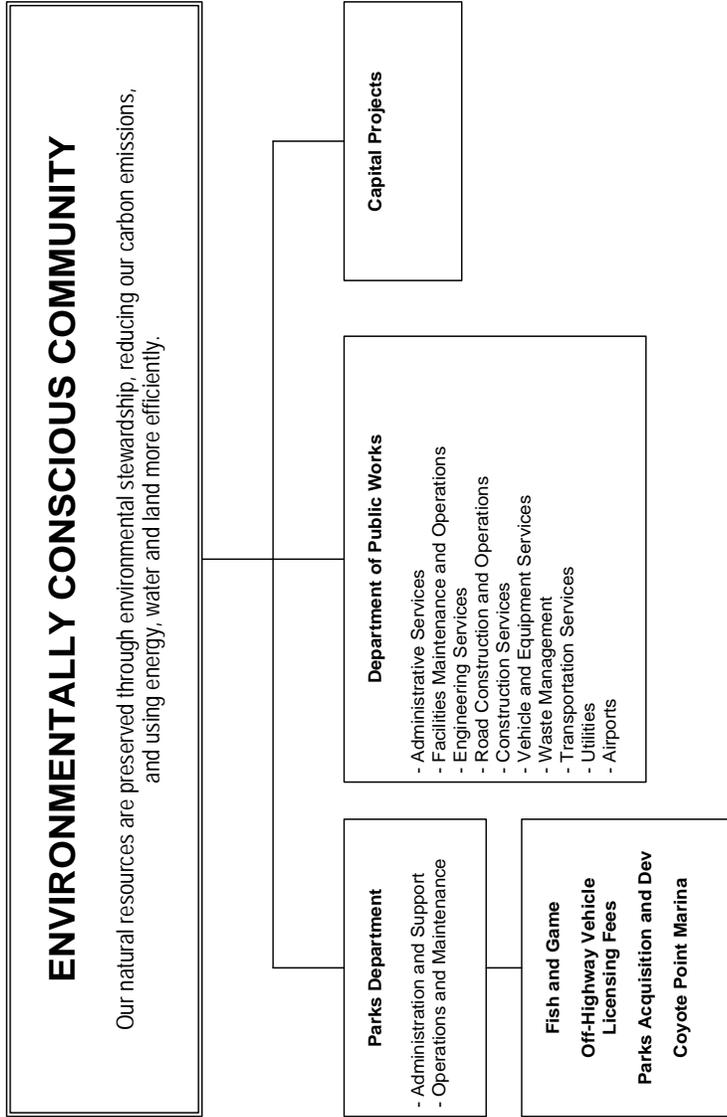
Environmentally Conscious Community

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

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.

From the beginning with Shared Vision 2010 now ten years ago, the San Mateo County Board of Supervisors has regarded "visioning" not as a project, but rather a dynamic process. Shared Vision has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.



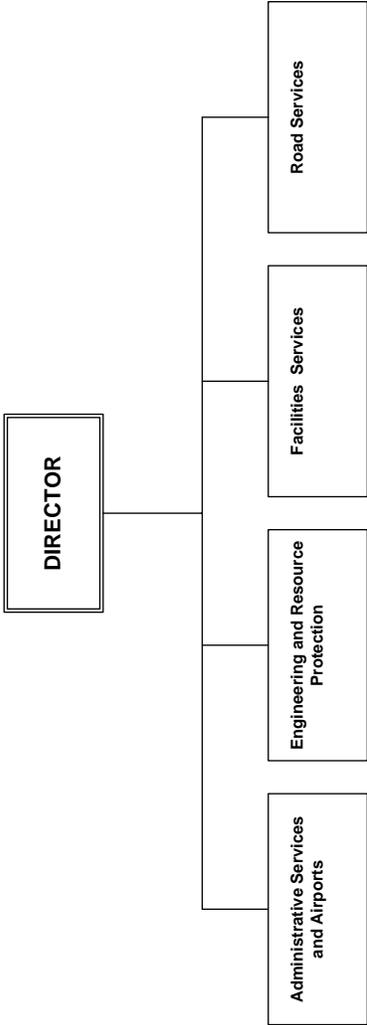
Environmentally Conscious Community FY 2009-10 and 2010-11 All Funds Summary

| Total Requirements | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------------|--------------------|--------------------|--------------------|------------------------|---------------------|------------------------|
| General Fund Budgets | | | | | | |
| Vehicle and Equipment Services | 181,013 | 188,072 | 222,747 | 230,385 | 7,638 | 238,997 |
| Utilities | 1,251,429 | 1,666,072 | 1,920,786 | 2,215,046 | 294,260 | 2,286,916 |
| Parks Department | 8,320,030 | 8,509,873 | 8,640,950 | 8,859,872 | 218,922 | 9,217,573 |
| Public Works-General Fund | 17,413,683 | 17,404,186 | 18,855,264 | 21,025,093 | 2,169,829 | 21,685,695 |
| Total General Fund | 27,166,155 | 27,768,203 | 29,639,747 | 32,330,396 | 2,690,649 | 33,429,181 |
| Non-General Fund Budgets | | | | | | |
| Road Construction and Operations | 27,858,091 | 27,217,506 | 44,044,675 | 31,981,025 | (12,063,650) | 26,621,526 |
| Construction Services | 4,253,382 | 4,316,169 | 4,894,015 | 3,560,956 | (1,333,059) | 3,738,558 |
| Vehicle and Equipment Services | 13,361,323 | 15,503,381 | 11,945,268 | 11,753,751 | (191,517) | 12,092,015 |
| Waste Management | 14,581,304 | 12,290,478 | 12,564,341 | 9,038,463 | (3,525,878) | 6,064,775 |
| Transportation Services | 2,957,175 | 2,263,748 | 2,586,772 | 2,715,072 | 128,300 | 2,794,699 |
| Utilities | 41,652,464 | 48,419,112 | 51,133,675 | 49,357,456 | (1,776,219) | 40,073,520 |
| Airports | 7,473,866 | 9,440,471 | 5,697,825 | 6,586,064 | 888,239 | 2,896,686 |
| Capital Projects | 12,074,538 | 10,896,857 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |
| Fish and Game | 85,657 | 80,552 | 82,142 | 75,493 | (6,649) | 75,493 |
| Off-Highway Vehicle License Fees | 283,823 | 231,990 | 207,164 | 153,926 | (53,238) | 47,426 |
| Parks Acquisition and Development | 4,058,475 | 5,334,400 | 7,058,545 | 8,849,946 | 1,791,401 | 5,066,393 |
| Coyote Point Marina | 2,586,415 | 2,018,253 | 2,605,194 | 4,039,371 | 1,434,177 | 2,504,299 |
| Total Non-General Fund | 131,226,514 | 138,012,916 | 171,127,706 | 160,981,271 | (10,146,435) | 118,410,263 |
| Total Requirements | 158,392,670 | 165,781,119 | 200,767,453 | 193,311,667 | (7,455,786) | 151,839,444 |
| Total Sources | 150,553,040 | 158,975,533 | 193,138,728 | 186,152,281 | (6,986,447) | 144,352,598 |
| Net County Cost | 7,839,630 | 6,805,586 | 7,628,725 | 7,159,386 | (469,339) | 7,486,846 |

AUTHORIZED POSITIONS

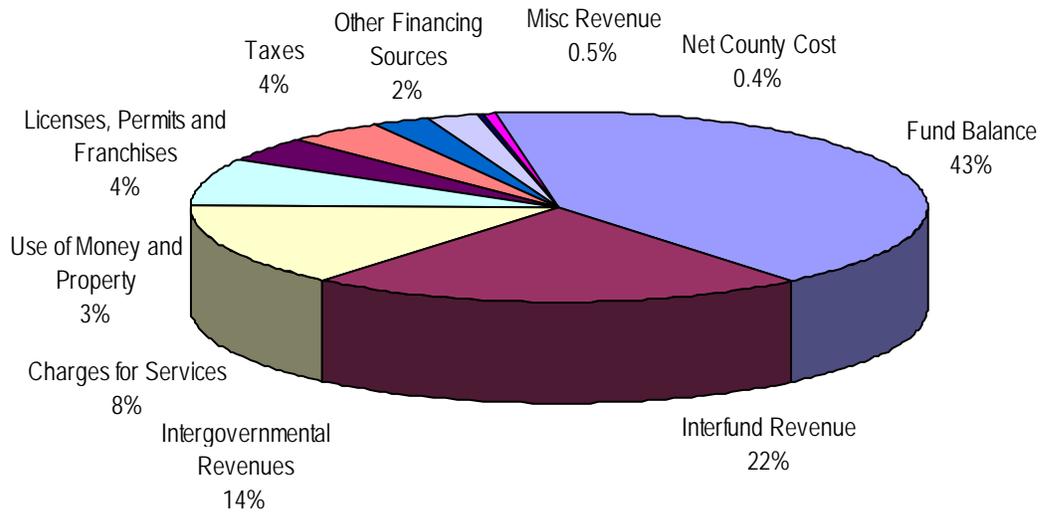
| | | | | | | |
|-------------------|-------|-------|-------|-------|--------|-------|
| Salary Resolution | 387.0 | 396.0 | 398.0 | 376.0 | (22.0) | 376.0 |
| Funded FTE | 386.4 | 392.1 | 396.3 | 375.9 | (20.4) | 375.9 |

DEPARTMENT OF PUBLIC WORKS

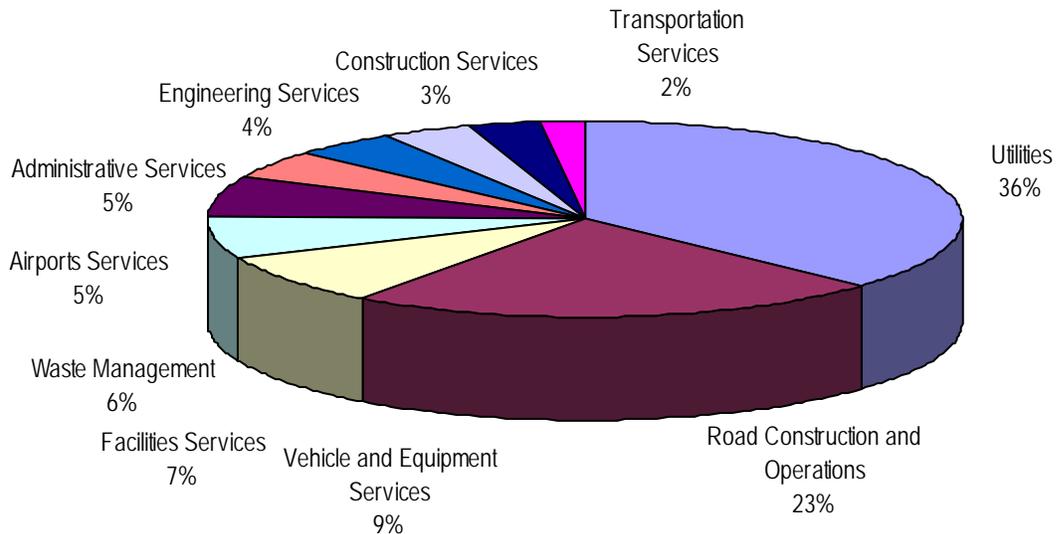


Public Works Department

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Fund Summary by Function

| Fund/Budget Unit | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Recommended 2010-11 |
|---|-------------------|--------------------|------------------------|------------------------|
| General Fund: | | | | |
| Administrative Services | | | | |
| Cable TV Franchise | 461,046 | 590,015 | 647,097 | 644,733 |
| Fair Oaks Community Center | 287,369 | 287,369 | 287,369 | 287,369 |
| Administrative Services | 5,451,050 | 7,086,947 | 7,964,584 | 8,143,251 |
| TOTAL Administrative Services | 6,199,465 | 7,964,331 | 8,899,050 | 9,075,353 |
| Engineering Services | | | | |
| Engineering Services | 4,185,551 | 4,856,685 | 5,158,414 | 5,383,585 |
| County Engineer | 104,174 | 105,698 | 96,624 | 105,968 |
| TOTAL Engineering Services | 4,289,725 | 4,962,383 | 5,255,038 | 5,489,283 |
| Facilities Services | | | | |
| Plant and Craft Maintenance | 9,736,853 | 10,108,947 | 9,842,450 | 10,217,996 |
| Facilities Administration | 408,132 | 556,752 | 579,712 | 613,217 |
| Building Services (Custodial) | 3,462,452 | 3,338,664 | 3,477,475 | 3,664,839 |
| Utilities | 8,523,881 | 8,876,783 | 8,629,172 | 8,629,172 |
| Insurance | 2,268,184 | 2,452,250 | 2,463,384 | 2,463,384 |
| Capital Projects / Major Maintenance | 2,090,460 | 2,160,138 | 1,997,150 | 1,997,150 |
| Facilities Projects | 895,831 | 1,161,723 | 1,260,941 | 1,348,708 |
| Debt Service | 6,766,955 | 10,439,768 | 11,042,048 | 11,042,048 |
| Contingencies | 0 | 179 | 0 | 0 |
| Intra Fund Transfers | (25,383,608) | (31,023,121) | (29,975,896) | (30,329,542) |
| TOTAL Facilities Services | 8,769,140 | 8,072,083 | 9,316,436 | 9,646,972 |
| TOTAL General Fund | 19,258,330 | 20,998,797 | 23,470,524 | 24,211,608 |
| Program Unit: Airports | | | | |
| Airport Enterprise Fund: | | | | |
| Operation and Maintenance | 2,364,175 | 2,604,877 | 2,563,330 | 2,622,735 |
| Capital Projects | 6,387,184 | 2,992,948 | 3,539,500 | 0 |
| Non-General Fund Reserves / Adjustments | 689,112 | 100,000 | 483,234 | 273,951 |
| TOTAL Airport | 9,440,471 | 5,697,825 | 6,586,064 | 2,896,686 |

Fund Summary by Function

| Fund/Budget Unit | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Recommended 2010-11 |
|--|-------------------|--------------------|------------------------|------------------------|
| Program Unit: Motor Pool ISF | | | | |
| Maintenance and Repair | 2,844,107 | 2,928,074 | 2,954,865 | 3,043,715 |
| Replacement | 2,495,730 | 2,218,850 | 1,661,700 | 2,224,200 |
| Insurance | 295,623 | 430,614 | 434,950 | 434,950 |
| Fuel | 1,170,694 | 1,215,488 | 1,022,522 | 1,022,522 |
| Contingencies | 5,900,224 | 4,631,415 | 5,465,414 | 5,124,628 |
| Plant Improvements | 24,575 | 461,500 | 155,000 | 182,700 |
| TOTAL Motor Pool ISF | 12,730,953 | 11,885,968 | 11,694,451 | 12,032,715 |
| Landscape Maintenance Fund: | | | | |
| Landscape Maintenance | 822 | 27,452 | 33,740 | 21,811 |
| Non-General Fund Reserves | 84,901 | 76,883 | 59,776 | 58,075 |
| TOTAL Landscape Maintenance Fund | 85,723 | 104,335 | 93,516 | 79,886 |
| Program Unit: Construction and Plant Improvements | | | | |
| Road Fund: | | | | |
| Engineering, Admin, General Operations | 797,160 | 3,805,746 | 4,787,523 | 5,021,768 |
| Plant and Heavy Equipment | 4,118,944 | 3,273,612 | 3,244,123 | 3,242,887 |
| Road / Bridge Maintenance | 8,224,185 | 6,057,194 | 9,729,060 | 10,288,947 |
| Construction | 5,330,165 | 8,637,066 | 2,815,218 | 2,511,788 |
| Contributions | 272,355 | 300,000 | 300,000 | 300,000 |
| Judgements | 3,884 | 200,000 | 200,000 | 200,000 |
| Contingencies | 5,508,978 | 10,803,468 | 6,976,868 | 1,077,903 |
| Services to Other Agencies | 1,450,475 | 7,089,356 | 200,000 | 200,000 |
| Non-General Fund Reserves / Adjustments | 0 | 0 | 0 | 0 |
| TOTAL Road Fund | 25,706,146 | 40,166,442 | 28,252,792 | 22,843,293 |
| Road Improvement Fund: | | | | |
| Travel Lane Reconstruction | 896,256 | 750,000 | 350,000 | 350,000 |
| Non-General Fund Reserves | 3,387,533 | 3,187,533 | 3,437,533 | 3,487,533 |
| TOTAL Road Improvement Fund | 4,283,789 | 3,937,533 | 3,787,533 | 3,837,533 |
| Special District Funds: | | | | |
| County Service Areas | 2,118,033 | 2,063,692 | 2,164,244 | 2,153,262 |

Fund Summary by Function

| Fund/Budget Unit | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Recommended 2010-11 |
|---|-------------------|--------------------|------------------------|------------------------|
| Sewer Maintenance / Sanitation | 8,168,163 | 12,606,023 | 12,996,139 | 10,241,172 |
| Drainage Maintenance | 9,427 | 67,100 | 67,100 | 66,739 |
| Flood Control | 4,138,796 | 9,972,359 | 11,694,042 | 5,965,536 |
| Street Lighting | 431,837 | 779,060 | 769,600 | 544,600 |
| San Mateo NPDES | 0 | 3,000 | 3,000 | 3,000 |
| Non-General Fund Reserves | 33,467,131 | 25,518,106 | 21,569,815 | 21,019,325 |
| TOTAL Special Districts | 48,333,387 | 51,029,340 | 49,263,940 | 39,993,634 |
| Tower Road Construction ISF: | | | | |
| Crafts-Funded Jobs | 4,269,998 | 4,812,908 | 3,479,849 | 3,657,451 |
| Non-General Fund Reserves | 46,171 | 81,107 | 81,107 | 81,107 |
| TOTAL Tower Road Construction | 4,316,169 | 4,894,015 | 3,560,956 | 3,738,558 |
| Half-Cent Transportation Fund: | | | | |
| Various Road Projects | 0 | 0 | 0 | 0 |
| TSM Program | 301,946 | 288,161 | 353,563 | 365,794 |
| Disabled Patient Transport | 0 | 0 | 0 | 0 |
| School Crossing Guards | 128,484 | 121,415 | 118,755 | 118,755 |
| Congestion Management Staff | 153,650 | 0 | 0 | 0 |
| Transportation Planning | 566,199 | 1,116,492 | 1,174,160 | 1,241,556 |
| Transit Subsidy | 981,573 | 800,000 | 800,000 | 800,000 |
| C/CAG Payments | 125,625 | 155,223 | 155,223 | 155,223 |
| HSA / Probation Client Transportation | 0 | 0 | 0 | 0 |
| Non-General Fund Reserves | 2,433 | 0 | 0 | 0 |
| Administration and Accounting Services | 3,838 | 105,481 | 113,371 | 113,371 |
| Peninsula Policy Partnership Payments | 0 | 0 | 0 | 0 |
| TOTAL Half-Cent Transportation Fund | 2,263,748 | 2,586,772 | 2,715,072 | 2,794,699 |
| Solid Waste Fund: | | | | |
| SW Planning, Reporting and Monitoring | 248,484 | 432,074 | 481,390 | 467,287 |
| County Areas Recycling Program | 239,755 | 584,043 | 425,493 | 584,000 |
| Composting Program | 282,328 | 286,395 | 323,482 | 309,735 |
| Co-C/CAG Public Education, Hotline, Website Services | 496,914 | 757,978 | 528,899 | 544,766 |

Fund Summary by Function

| Fund/Budget Unit | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Recommended 2010-11 |
|---|--------------------|--------------------|------------------------|------------------------|
| Green Building Program | 335,851 | 215,531 | 593,753 | 376,030 |
| County Facilities Recycling Program | 202,543 | 267,538 | 265,227 | 289,341 |
| Green Business Program | 162,407 | 129,283 | 130,193 | 139,819 |
| Pescadero Transfer Station | 388,480 | 606,685 | 735,597 | 460,000 |
| Fixed Assets | 0 | 0 | 0 | 0 |
| Pescadero Landfill Closure | 28,135 | 356,640 | 1,745,122 | 0 |
| Pescadero Landfill Maint. and Remediation | 50,984 | 1,954,822 | 388,333 | 550,000 |
| HMB Landfill Maintenance, Monitor and Remediation | 61,401 | 730,831 | 472,099 | 75,000 |
| Environmental Health Local Enforcement Agency | 370,511 | 370,511 | 370,511 | 370,511 |
| Household Hazardous Waste | 951,610 | 951,610 | 951,610 | 951,610 |
| Public Health Function | 456,896 | 356,896 | 156,896 | 156,896 |
| Regulatory Compliance Program | 21,339 | 30,306 | 31,306 | 20,000 |
| OES - HazMat Response | 35,430 | 226,865 | 226,865 | 226,865 |
| County Garbage and Disposal Charges | 744,597 | 708,980 | 5,000 | 5,000 |
| Facilities HazMat Universal Waste Charges | 24,858 | 50,000 | 50,000 | 53,000 |
| UST Removals and Remediations | 6,094 | 60,000 | 5,000 | 5,000 |
| Recycling Program - EPS | 43,403 | 43,403 | 45,000 | 45,000 |
| Other / Contingency | 390,000 | 1,457,333 | 600,687 | 0 |
| Green Team | 0 | 0 | 6,000 | 6,000 |
| Children's Health Initiatives | 0 | 0 | 0 | 0 |
| Loan to Construction Services | 850,000 | 0 | 0 | 0 |
| Non-General Fund Reserves | 5,898,448 | 1,986,617 | 500,000 | 428,915 |
| TOTAL Solid Waste Fund | 12,290,478 | 12,564,341 | 9,038,463 | 6,064,775 |
| | | | | |
| TOTAL REQUIREMENTS | 130,709,194 | 153,865,368 | 138,463,311 | 118,493,387 |

Department Locator

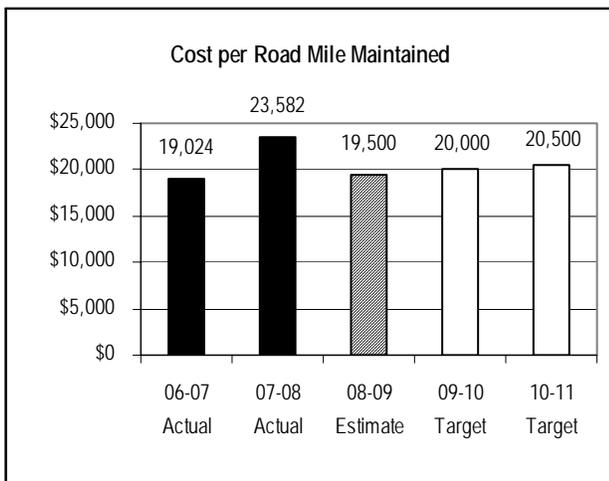
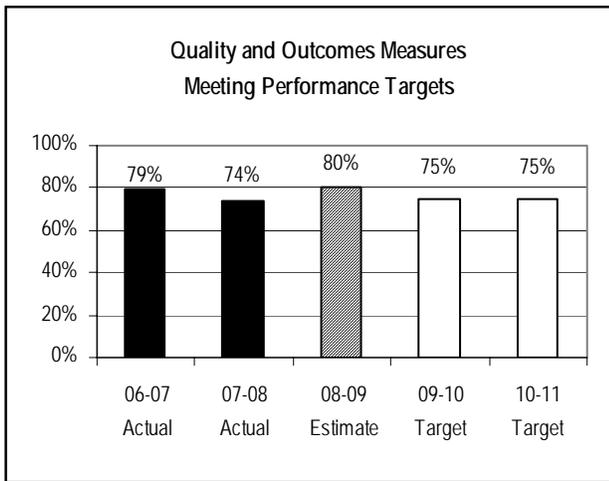
County

Environmentally Conscious Community

▷ Department of Public Works

- Capital Projects
- Parks Department
- Fish and Game
- Off Highway Vehicle License Fees
- Parks Acquisition and Development
- Coyote Point Marina

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 2000-2008)

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

- Installed web-based 24-hour weather information services at Half Moon Bay and San Carlos Airports to improve the safety of pilots and the surrounding communities
- Completed road improvement projects on 60 County maintained roads resulting in safer roadways for the traveling public
- Implemented a traffic management program to improve school area traffic safety, and traffic safety features for private development. Reduced posted speed limits on several high volume County roads

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

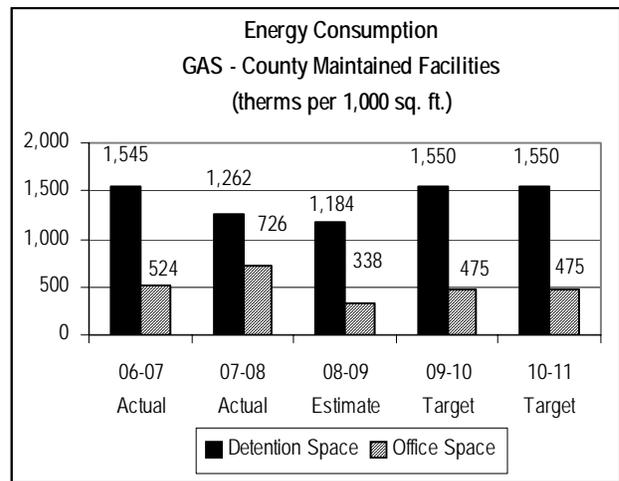
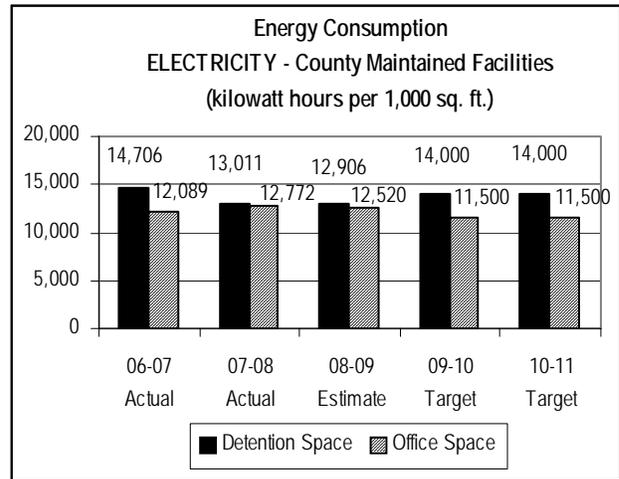
- Continued to expand the alternative fuel vehicle program to include the replacement of pool and assigned mid size cars, small pick up trucks and vans, with hybrid vehicles
- Continued to offer transportation alternatives and incentives to County employees to conserve energy and improve air quality. Efforts included a streamlined process for ordering transit tickets, implementation of the Guaranteed Ride Home program, development of a vendor-leased Van Pool program, the design and development of an informational website that has been expanded to enable County employees to access and request the programs offered. In FY 2008-09 the website was enhanced so that payments for transit tickets can be received online
- Developed a Green Business program in partnership with six cities and the Association of Bay Area Governments' (ABAG) Green Business Program
- Managed and staffed a project in cooperation with the City/County Association of Governments (C/CAG) to create the "San Mateo County Energy Strategy: 2012," to reduce energy usage throughout the County
- 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, CO₂ reductions, and green building opportunities; developing partnerships with various departments and agencies such as Goodwill Industries, City of Palo Alto, the Human Services Agency, and Environmental Health, to find creative ways to increase diversion, minimize any effects of new legislation, and promote resource conservation awareness
- Secured funding to replace seven pieces of heavy road maintenance equipment with items that are more environmentally friendly and produce less greenhouse gases
- Fostered a growing awareness of the environmental impacts of building construction through the development of green building

policies, training, materials and awards; and encouraged the use of alternative practices and environmentally-friendly materials in new buildings. Developed a Construction Waste Management Policy for County initiated projects, which reduces the need to landfill reusable building materials

- Completed major construction and maintenance activities in Colma Creek and San Francisquito Creek to reduce flooding potential, including channel improvements, and flood wall construction. Work was done within state and federal guidelines and regulations that protect water quality and wildlife habitats
- Performed regular maintenance for the habitat creation and enhancement project on Colma Creek

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.

- Conducted extensive public input sessions on a wide variety of Public Works initiatives. Some of these included: sewer system improvements and rate increases; Airport policies and procedures for hangers, T-Shades, and tie-downs; new pavement treatments to extend the lifespan of rural roads; traffic calming measures in various unincorporated areas throughout the county
- Enhanced the effectiveness of the voluntary noise abatement program at San Carlos Airport through education and publicity on procedures; standardization of monitoring tools and techniques; development of a notification process for infractions; regular review, evaluation and updates to the program, meetings with neighborhood groups and individuals, publishing noise abatement information and procedures on the Airport's website, and regular meetings with flight schools and the Air Traffic Control Manager to address concerns identified. Installed new updated noise abatement signs at the runway entrances at San Carlos Airport to ensure the highest level of pilot compliance with the Airport's noise abatement procedures
- Continued to implement a countywide Public Works Mutual Aid Plan in partnership with San Mateo County cities, to facilitate the safe and orderly sharing of emergency assets throughout the County
- Designed and installed important safety improvements on Westborough Boulevard in cooperation with the City of South San Francisco



Major Accomplishments in FY 2008-09

HEALTHY COMMUNITY

- Completed several systems upgrades at the Health and Hospital facilities including Heating, Ventilating, and Air Conditioning (HVAC) systems, Temperature Control System, Water Treatment System, and a Medical Gas Monitoring System
- Completed a \$3.8 million dollar, 12,720 gross square foot Leadership in Energy and Environmental Design (LEED) certified Children's Receiving Home at the Youth Services Center campus
- Enhanced the safety of flight operations at the San Carlos Airport with the installation of automated 24-hour weather reporting equipment
- Provided graffiti abatement services for the unincorporated areas and four San Mateo County cities, and trained additional staff in order to expand services to other communities
- Constructed a major landslide stabilization project to protect homes and roadways in the La Honda community, with funding from the County, State Office of Emergency Services, and the community through the formation of an Assessment District

- Installed new storm drainage facilities in the Moss Beach Area
- Installed pedestrian lighted crosswalks along portions of Middlefield Road in North Fair Oaks and Barney Avenue in West Menlo Park
- Completed two sewer repair projects that were necessary due to damage incurred by landslides, and replaced various problematic sections of sewer mains

ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Implemented lighting retrofits at 14 Buildings including the Maguire Jail, with a reduction of over 587,000 kilowatt-hours (kWh) per year and 144 tons per year in CO₂ emissions
- Completed a new Meadowview Playground at Junipero Serra County Park in conjunction with the County Parks and Recreation Department
- Constructed the Mirada Surf West Coastal Trail Extension, in the Miramar Area, on behalf of the Parks Department
- Implemented an interactive website where County employees can register, order and pay for transit tickets, and request various subsidies online
- Expanded the alternative fuel vehicle program to include replacement of older mid-size cars, pickup trucks, and vans, in the motor pool and assigned vehicle classes
- Implemented new waste reduction programs for schools, county facilities, businesses, residents and unincorporated construction projects

COLLABORATIVE COMMUNITY

- Developed sewer service rates through an extensive public process to adequately finance the district's obligations and expenses
- Worked collaboratively with other agencies on the design and subsequent approval of a habitat enhancement and recovery plan in the San Bruno Flood Control Zone, which includes provisions for channel maintenance
- Collaborated with the San Francisco International Airport Engineering and Design staff to provide outreach and education to over 100 businesses located at the airport to reduce waste, and increase recycling
- Completed various Americans with Disabilities Act improvements to parks, sidewalks, bathrooms, and other parts of County facilities in cooperation with the County's Commission on Disabilities

Major Issues to be Addressed

- **Infrastructure Maintenance and Impacts on the Environment**—Increasing environmental regulations and the permits, inspections and monitoring activities associated with these regulations have impacted the Department's ability to maintain infrastructure in a timely and cost effective manner. The balance between our mission to provide efficient, economical and responsive infrastructure systems and maintenance, and

our goal of protecting and enhancing the environment for current and future generations is a major challenge.

- **Volatility of the Energy Market and High Gasoline Prices**—Utility costs and the cost of vehicle fuel continue to rise, necessitating budget adjustments. Policies and programs implemented to reduce energy usage have not been able to keep pace with increased costs, and fuel prices are impacting the program's efficiency. These trends have potentially serious consequences to delivery of services due to the limited availability of resources.
- **Aging Utility and Facility Infrastructure**—Many of the County's buildings and operating systems, flood control, sewer, water and drainage facilities, and other utility and facility infrastructure are old and require extra maintenance effort to remain serviceable. Limited funding has made it extremely difficult to set aside reserves for long-term capital improvements. This impacts our ability to assure effective and uninterrupted service and makes planning for needed upgrades challenging.
- **Condition of Road System**—The County maintains 315 miles of roads in both urban and rural areas. Reductions in revenue from the State together with increases in labor and material costs have resulted in deferring projects that would improve the Pavement Condition Index of the maintained road system. It is estimated that to maintain the Pavement Condition Index at current levels would require approximately \$6.5 million per year (present value) for the next 20 years. The State provided funding to local jurisdictions from the proceeds of the sale of bonds authorized by the voters in November 2006 through the passage of Proposition 1B. These funds totaled \$7.1 million in FY 2007-08. At the same time the State deferred the payment of gasoline excise and sales tax funds, and future Bond fund payments totaling almost \$11 million. Therefore the Bond funds that had been previously received had to be used to maintain existing services instead of constructing new roadway improvements.
- **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 sanitary sewer service rates that adequately support the needs and financial obligations of the County maintained sewer and sanitation districts in

order to manage and reduce spills from sanitary sewer systems that contaminate creeks and other bodies of water and root intrusion that can infiltrate sewer lines and cause stoppages

- Excess amount of herbicides being introduced into the environment
- Lack of maintenance of roadside vegetation that can result in fires, vehicle accidents and other damage
- Trash and debris in water bodies or other sensitive areas

Goal:

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

Objectives:

- Obtain long-term regulatory permits to allow for annual maintenance of facilities
- Reduce sewer spills by establishing programs to educate customers, maintain routine maintenance schedules, identify trouble spots in the sewer collection systems, and make appropriate repairs
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agricultural Commissioner
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education
- Manage flood control facilities to ensure that they are free of obstructions, thereby protecting residents and businesses from damage resulting from flooding
- Work with homeowner association representatives and customers to develop sewer service charge rates for the Crystal Springs County Sanitation District and the Burlingame Hills Sewer Maintenance District that are acceptable to our customers while being adequate to fund required expenditures, outstanding debt, sewage treatment, and maintenance of the aging infrastructure

Major Milestones:

- By 2010, develop a sewer system evaluation plan to identify the location and source of trouble spots in the collection system
- By 2010, utilize only approved herbicides and acceptable alternatives to herbicides for roadside vegetation control
- 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:

- 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 2009-10 Budget Impact:

An allocation of \$6,665,000 has been included in the FY 2009-10 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 CO₂ Emissions

Alignment to Shared Vision:

- Environmentally Conscious Community

Major Issues to be Addressed:

- CO₂ 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 CO₂ per year, contributing to the climate change
- The CO₂ from the County comes from the use of (in decreasing order): electricity, natural gas, gasoline and diesel

Goal:

- To reduce County CO₂ emissions by at least 25% or 3,750 tons by 2010 (2005 baseline)

Objectives:

- Electricity supplied to existing County facilities by Pacific Gas and Electric Company (PG&E) (the grid) will be reduced by 5% (2005 baseline)
- Energy efficient gas fired co-generation plants installed at the Maguire Jail, the Youth Service Facility, and recently approved for the San Mateo County Medical Center, will be actively monitored and maintained so that anticipated natural gas consumption increases will be leveled out
- The average miles per gallon (MPG) of the County passenger vehicle fleet will be raised to 30 MPG by 2012. Since 2001 the average MPG for County passenger vehicles has been increased from 22 MPG to 28 MPG
- The Department will evaluate the cost effectiveness of using hydrogen fuel cell technology to supplement the production of electricity for County facilities

Major Milestones:

- Implement appropriate recommendations of studies by the Local Government Energy Partnership and PG&E for energy reduction measures
- Identify additional opportunities for renewable energy systems and implement recommendations
- Evaluate all new County vehicle purchases in order to maximize MPG and expand the fleet of hybrids and low emission vehicles including pickup trucks, vans, and mid-sized vehicles
- Implement the collaborative Energy Strategy Program for the 21 jurisdictions in San Mateo County in conjunction with C/CAG and PG&E
- Expand opportunities and public outreach education efforts on energy efficiency, renewable energy, and energy and water conservation
- Expand the Green Business Program started in FY 2007-08, to encourage San Mateo County businesses to adopt green technologies and policies
- Evaluate proposals for the installation of solar panels at the County Government Center in Redwood City, and begin installation subject to available funding

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 2009-10 Budget Impact:

An allocation of \$1.2 million has been included in the FY 2009-10 Recommended Budget to replace older, less efficient vehicles with more fuel efficient and environmentally friendly models. \$109,268 has been budgeted in the FY 2009-10 Capital Projects Budget to manage the installation of a new co-generation facility to produce energy for the County Hospital from cheaper and less polluting natural gas, and \$387,258 has been budgeted to support and improve the existing co-generation systems at the McGuire 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 invoicing 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

Facilities Services

- Complete a new design to modify existing systems to eliminate requirements for regular supervision of high-pressure boilers at the Hospital

Road Construction and Operations

- Develop and implement a long-range work plan for dealing with trees that distort road and sidewalk areas

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

- 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

Transportation Services

- Expand promotional activities to encourage County employees to use commute alternatives program

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 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 6,428,277 | 6,452,287 | 5,877,947 | 6,166,639 | 288,692 | 6,181,303 |
| Licenses, Permits and Franchises | 5,707,947 | 5,676,557 | 5,749,761 | 5,429,518 | (320,243) | 5,290,582 |
| Use of Money and Property | 5,076,465 | 5,096,317 | 4,027,717 | 3,862,640 | (165,077) | 3,837,640 |
| Intergovernmental Revenues | 21,155,135 | 16,750,983 | 29,687,269 | 19,937,251 | (9,750,018) | 17,299,717 |
| Charges for Services | 7,857,084 | 11,478,605 | 11,037,777 | 10,943,973 | (93,804) | 11,011,369 |
| Interfund Revenue | 27,197,775 | 27,362,505 | 30,676,108 | 29,634,990 | (1,041,118) | 31,163,760 |
| Miscellaneous Revenue | 2,164,170 | 2,971,945 | 7,493,681 | 684,656 | (6,809,025) | 694,656 |
| Other Financing Sources | 1,706,441 | 5,706,112 | 2,475,586 | 2,760,432 | 284,846 | 2,760,432 |
| Total Revenue | 77,293,295 | 81,495,310 | 97,025,846 | 79,420,099 | (17,605,747) | 78,239,459 |
| Fund Balance | 52,166,217 | 56,725,951 | 55,750,635 | 58,427,157 | 2,676,522 | 39,529,873 |
| TOTAL SOURCES | 129,459,512 | 138,221,261 | 152,776,481 | 137,847,256 | (14,929,225) | 117,769,332 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 30,279,422 | 32,310,667 | 37,347,294 | 37,104,469 | (242,825) | 39,390,305 |
| Services and Supplies | 43,389,605 | 43,597,368 | 57,941,027 | 51,818,534 | (6,122,493) | 49,284,746 |
| Other Charges | 9,098,949 | 10,869,946 | 12,024,637 | 11,981,241 | (43,396) | 10,826,227 |
| Fixed Assets | 7,482,062 | 12,801,894 | 16,548,540 | 14,518,968 | (2,029,572) | 4,552,488 |
| Other Financing Uses | 7,719,492 | 12,121,126 | 16,953,886 | 17,755,590 | 801,704 | 17,621,098 |
| Gross Appropriations | 97,969,530 | 111,701,000 | 140,815,384 | 133,178,802 | (7,636,582) | 121,674,864 |
| Intrafund Transfers | (22,648,931) | (28,681,262) | (34,993,839) | (34,245,364) | 748,475 | (34,657,074) |
| Net Appropriations | 75,320,599 | 83,019,738 | 105,821,545 | 98,933,438 | (6,888,107) | 87,017,790 |
| Contingencies/Dept Reserves | 35,883,458 | 39,764,067 | 38,085,206 | 29,589,273 | (8,495,933) | 22,531,410 |
| Non-General Fund Reserves | 19,779,674 | 15,925,390 | 9,958,617 | 9,940,600 | (18,017) | 8,944,187 |
| TOTAL REQUIREMENTS | 130,983,731 | 138,709,194 | 153,865,368 | 138,463,311 | (15,402,057) | 118,493,387 |
| NET COUNTY COST | 1,524,219 | 487,933 | 1,088,887 | 616,055 | (472,832) | 724,055 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 326.0 | 335.0 | 336.0 | 317.0 | (19.0) | 317.0 |
| Funded FTE | 325.5 | 331.1 | 334.4 | 317.1 | (17.3) | 317.1 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$14,929,225 or 9.8% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$288,692 in this funding source due to projected increases in sales taxes supporting the County transportation program and property taxes related to the Special Districts, with the largest increase being in the Flood Control Districts.

Licenses, Permits and Franchises

There is a net decrease of \$320,243 in this funding source due to a reduction of road encroachment permit fee reimbursements and a decrease in disposal fee reimbursements at the Ox Mountain Landfill.

Use of Money and Property

There is a net decrease of \$165,077 in this funding source due to decreases in projected interest based on Fund Balance levels for the Vehicle and Equipment Program, Waste Management Program and Special District Programs, with a partial offsetting increase to hangar and tie-down rental fees in the Airport Program.

Intergovernmental Revenues

There is a net decrease of \$9,750,018 in this funding source due to reductions in Highway Users' Tax revenue due to the elimination of one-time payments for prior year deferred revenue and decreased fuel consumption levels, and a decrease in state revenue as a result of the elimination of a payment for Proposition 42 funds from a prior year. These are partially offset with increased reimbursements from the Administrative Office of Courts related to projected shared costs for the Hall of Justice and Youth Services Center and custodial services to various Courts facilities, and an increase in federal and state funding for Airport infrastructure projects.

Charges for Services

There is a net decrease of \$93,804 in this funding source due to a reduction in roadway mitigation fees and reductions in project reimbursements based on the current level of service requests in the Construction Services Program. These decreases are partially offset by increased reimbursements from City/County Association of Government for staff support and increased revenues for sewer services.

Interfund Revenue

There is a net decrease of \$1,041,118 in this funding source due to a decline in reimbursements from the Courts because of staff reductions in anticipation of the Courts facilities transfer and to meet targeted Net County Cost. As a result of the decline in current level service requests in Construction Services, staffing and corresponding reimbursement from other funds has been reduced. Decreases are partially offset with increased reimbursements to the Administrative Services Program from other Non General Fund Public Works programs, increased vehicle use reimbursements based on current service levels, increased reimbursements to Engineering Services for road construction project support and increased reimbursements to Utilities Administration from the Special District funds to cover current costs.

Miscellaneous Revenue

There is a decrease of \$6,809,025 in this funding source primarily due to the elimination of one-time funding in the amount of \$6 million for the La Honda Slide project and a reduction in other road related project cost reimbursements from other agencies.

Other Financing Sources

There is an increase of \$284,846 in this funding source due to a transfer of funds to the Colma Creek Flood Control Program from the Colma Creek Flood Control zones. This increase is partially offset by the elimination of funding for a one-time replacement and repair project costs in Fair Oaks, Devonshire and Emerald Lake Heights Sewer Districts; and the transfer of funds between flood control zones in order to ensure that each fund is individually balanced.

Fund Balance

There is a net increase of \$2,676,522 in this funding source due to an increase in Fund Balance in the Road Fund resulting from a carry-over of bond money received but not yet expended. This increase is offset by decreases in Fund Balances in the Solid Waste, Sewer Special District and Flood Control Special Districts funds as a result of using balances for current expenditures.

TOTAL REQUIREMENTS

Total Requirements decreased by \$15,402,057 or 10.0% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$242,825 in this expenditure category due to merit increases, annualized negotiated labor costs, and increases in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). These increases are offset by reductions in staffing in Facilities Services as a result of the Courts facilities transfer and reductions in Construction Services based on the current level of service requests to further offset other increases.

Services and Supplies

There is a decrease of \$6,122,493 in this expenditure category due to a reduction in anticipated road project costs based on a current project plan and the transfer of garbage pickup cost at County facilities from the Solid Waste Fund to the departments who pay rent at those facilities.

Other Charges

There is a net decrease of \$43,396 in this expenditure category due to decreases in various service charges to Public Works programs and a decrease in reimbursements required to cover the cost of Special Districts Administration. These decreases offset an increase in the countywide overhead charges.

Fixed Assets

There is a net decrease of \$2,029,572 in this expenditure category due to the elimination of one-time projects and acquisition of equipment. These decreases partially offset new Road Construction, Airport Improvement and Utility projects and the acquisition of new vehicles for the County Motor Pool Fleet. The new projects and equipment acquisition amounts are less than in FY 2008-09 due to a reduction in State and Federal funding.

Other Financing Uses

There is a net increase of \$801,704 in this expenditure category due to debt service payments for the Youth Services Center and increased costs for flood control projects.

Intrafund Transfers

There is a net decrease of \$748,475 in this expenditure category due to reductions in rent reimbursements. An overall increase to County facilities was offset with reductions resulting from the transfer of Courts facilities. These decreases more than offset an increase in the Sewer Operations program based on current service level requirements.

Contingencies/Departmental Reserves

There is a net decrease of \$8,513,950 in this expenditure category primarily due to expending reserves on various road projects that must be funded with Proposition 1B transportation bond funds prior to the expiration of the funds, a reduction in the Solid Waste Fund to pay for ongoing costs and the use of Utilities reserves to complete various capital improvements. This amount is partially offset by the increases in the balance of the Internal Service Fund for the replacement of vehicles and the balance of the Airport Enterprise Fund as a result of revenue received from prior year construction projects. The balance in Reserves represents 39.9% of Net Appropriations, which exceeds the 2% Reserves policy by \$37,551,204. There is no balance in General Fund Reserves because this Department is primarily funded through outside funding sources. The General Fund reimbursement is only sufficient to cover the cost of items that are not eligible to be charged to the Department's other funding sources. The Non-General Fund Reserves consist of \$10,414,401 for Road Maintenance and Road Improvement Funds, \$81,107 for the Construction Services Fund, \$5,465,414 for the Vehicle and Equipment Replacement Fund, \$1,100,687 for the Solid Waste Fund, \$21,985,030 for various Utilities Funds and \$483,234 for the County Airports Fund.

NET COUNTY COST

There is a decrease of \$472,832 or 43.4% in the Department's General Fund allocation primarily reflecting the elimination of a one-time increase of \$458,400 in the prior year to fund natural gas cost increases.

FY 2010-11 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$20,077,924 or 14.6% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$14,664 in this funding source due to projected increases in sales taxes supporting the County Transportation program from a portion of the sales tax collected that is paid to cities and counties to support local transportation projects.

Licenses, Permits and Franchises

There is a net decrease of \$138,936 in this funding source due to a decrease in disposal fee reimbursements at the Ox Mountain Landfill.

Use of Money and Property

There is a net decrease of \$25,000 in this funding source due to decreases in projected interest based on declining Fund Balance levels for the Waste Management Program.

Intergovernmental Revenues

There is a net decrease of \$2,637,534 in this funding source due to the elimination of one-time Airport infrastructure projects. This amount is partially offset by increased reimbursements in Road Construction and Operations due to anticipated increases in revenue from the sales tax on gasoline.

Charges for Services

There is a net increase of \$67,396 in this funding source due to increased reimbursements from City/County Association of Governments for staff support.

Interfund Revenue

There is a net increase of \$1,528,770 in this funding source due to increased reimbursements to the Administrative Services Program from other Non General Fund Public Works programs, reimbursements to Utilities Administration from the Special District funds, reimbursements to Engineering Services for road construction project support, anticipated rent increases for Facilities, increased demand for services from Construction Services, and increased sewer service charges.

Miscellaneous Revenue

There is a net increase of \$10,000 in this funding source due to a increased reimbursements in Waste Management for compost bin sales.

Fund Balance

There is a net decrease of \$18,897,284 in this funding source due to decreases in Reserves in FY 2009-10 in most of the programs as a result of planned expenditures. This has resulted in decreased funds available to carryover to FY 2010-11.

TOTAL REQUIREMENTS

Total Requirements decreased by \$19,969,924 or 14.4% 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 \$2,285,836 in this expenditure category due to merit increases and anticipated retirement retiree health cost increases.

Services and Supplies

There is a net decrease of \$2,533,788 in this expenditure category due to the elimination of one-time projects in the Solid Waste Fund related to the closure of Pescadero and the Half Moon Bay landfills, and the completion of various sewer projects. The decreases are more than offset an increase in anticipated road project costs based on a five-year plan for road maintenance and improvements.

Other Charges

There is a net decrease of \$1,155,014 in this expenditure category due to elimination of contributions to one-time Flood Control projects and various sewer repair projects.

Fixed Assets

There is a net decrease of \$9,966,480 in this expenditure category due to the elimination of one-time projects and acquisition of equipment. These decreases are more than offset the acquisition of new vehicles for the County Motor Pool Fleet. The new projects and equipment acquisition amounts are less than in FY 2009-10 due to a reduction in State and Federal funding.

Other Financing Uses

There is a net decrease of \$134,492 in this expenditure category due to the elimination of a one-time repayment of a prior overcharge to County Service Area 8, and elimination of one-time reimbursements for jointly sponsored flood control projects.

Intrafund Transfers

There is a net increase of \$411,710 in this expenditure category due to anticipated rent increases. The increase to County facilities was offset with reductions resulting from the transfer of Courts facilities and the increase in Vehicle and Equipment reimbursements based on projected service requests.

Contingencies/Departmental Reserves

There is a net decrease of \$8,054,276 in this expenditure category primarily due to the use of reserves to construct various road improvements. Funding for these projects was mostly from the Proposition 1B Transportation Bond monies that were paid to local jurisdictions

in prior years. Additional decreases in this category are due to the use of reserves by Waste Management Program and Airports Program to meet ongoing costs, and for various equipment purchase and capital projects in Vehicles and Equipment and Flood Control Districts. This is partially offset by an increase in reserves in the Lighting Districts for future infrastructure improvements. The balance in Reserves represents 36.2% of Net Appropriations, which exceeds the 2% Reserves policy by \$29,735,241. There is no balance in General Fund Reserves because this Department is primarily funded through outside funding sources. The General Fund reimbursement is only sufficient to cover the cost of items that are not eligible to be charged to the Department's other funding sources. The Non-General Fund Reserves consist of \$4,565,436 for Road Maintenance and Roadway Improvement Funds, \$81,107 for the Construction Services Fund, \$5,124,628 for the Vehicle and Equipment Replacement Fund, \$273,951 for the County Airports Funds, and \$21,430,475 for various Utilities Funds including sewer, lighting, drainage, flood control, cable TV, landscape, and County Service Area districts.

NET COUNTY COST

There is an increase of \$108,000 or 17.5% in the Department's General Fund allocation primarily due to anticipated retirement and retiree health cost increases.

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

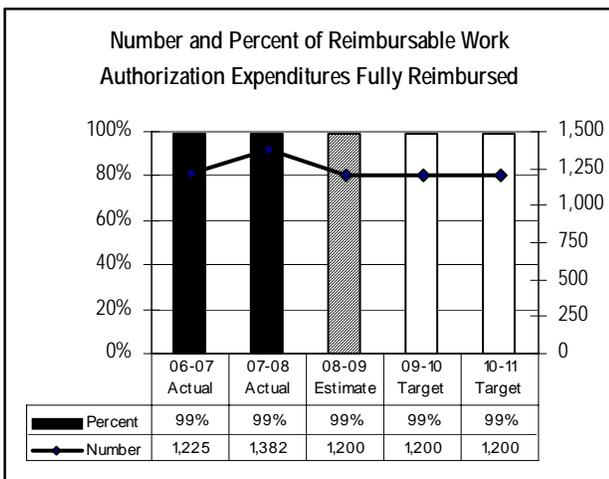
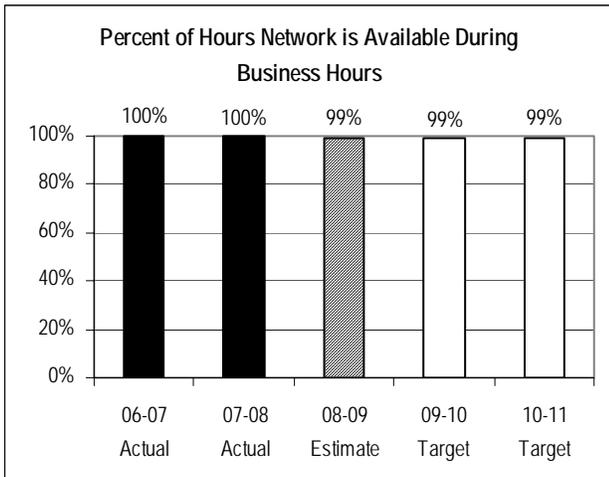
Program Outcome Statement

The Administrative Services Program guides and supports the Department in accomplishing its mission through collaborative, innovative and responsive human resource, 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 a comprehensive update for the Department's Policy and Procedures Manual
- Completed several information technology infrastructure improvements including server, workstation and printer replacements and software upgrades
- Assumed responsibility for the monitoring and accounting functions of the County Debt Service Program
- Developed and completed the implementation of the Department's online helpdesk, DPWHelpDesk
- Began implementation of a new Automated Document Management System by scanning and cataloging all documents maintained by the former Public Works Director, and beginning the scanning of all documents stored and maintained by the County's two airports
- Implemented a major clean up and restructuring of the Department's automated Cost Accounting Management System so that it reconciles with the County's automated Integrated Financial Accounting System (IFAS)
- Developed and secured approval for changes to the County's Ordinance Code to improve construction and maintenance contracting processes, and update fees to improve the cost recovery ratio for various services provided by the Department to the public
- Updated overhead rates throughout the Department so that there would be full cost recovery for services provided to other County departments, and for outside agencies

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 2008-09. 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 has conducted a review of the Department's automated cost accounting system, which is the tool used to manage all financial transactions and associate them with individual projects. The review has uncovered a number of needed improvements to ensure that billings and cost recovery is being handled appropriately, and that this system fully reconciles with the County's automated fiscal management system maintained by the Controller. The improvements that have already been implemented, and the ones that have been scheduled, 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 2008, more than 112 courses were attended and 4,555 training hours were completed in the following areas: Technical and Career Development - 96% and Safety - 4%. Administrative Services conducted 22 small group strategic planning sessions which established five-year goals for departmental operational units.

In FY 2008-09 there were two key retirements in Administrative Services, both of whom were long-term employees of the Department. They included the Manager of the Financial Services Section and the Deputy Director of the Administrative Services and Airports Division. The Department had advance knowledge of these retirements; therefore it was able to design and implement succession plans to ensure the retention of institutional knowledge and effect a smooth transition to new leadership. The Financial Services Manager was succeeded by a Department internal candidate, and the selection process for the new Deputy Director is pending. Extensive training and information sharing efforts were begun over a year ago within the Division to prepare for these retirements.

Major challenges over the next two years will be:

- To increase the level of services in the areas of: IT applications and response; Computerized Maintenance Management System support; electronic timekeeping; and improving overall document management
- To keep current with technology trends

- To complete the alignment of the Public Works specific layers in Geographic Information System (GIS) so that key reference points align exactly with the aerial photographs which were completed in FY 2006-07
- 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
- Implement the Five-Year Departmental strategic plan
- To increase technical training in the Road Services division by creating a Roads Services Training committee

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 2010

- 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 2010
- Implement new time keeping system so that all staff located at 555 County Center will be using the Department's Cost Accounting Management System to key in their own timecards by 2010
- Develop and implement a manager training program on automated systems and personnel practices by 2010
- 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 2010
- 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 2010
- Develop instructions and a checklist for appropriate staff in the preparation of items for submission to the Board of Supervisors for approval / adoption by 2010

Maintain a 99% Rate of Work Authorizations Processed within Five Days and 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 by 2010
 - 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 by 2010

Maintain a 99% Response Rate to Information Technology Service Requests Resolved within 24 Hours

- Continue to utilize virtual server technology on all servers to minimize catastrophic server downtime by 2009
- Continue cross training of staff in all Information Technology areas

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of hours network is available during business hours | 2,242 | 2,242 | 2,230 | 2,230 | 2,230 |
| Number of work authorizations processed | 2,296 | 2,621 | 2,100 | 2,100 | 2,100 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of time network is available during business hours | 100% | 100% | 99% | 99% | 99% |
| Percent of work authorizations processed within five days | 98% | 98% | 98% | 98% | 98% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of information technology service requests resolved within 24 hours | 511 / 99% | 495 / 99% | 500 / 99% | 500 / 99% | 500 / 99% |
| Number and percent of reimbursable work authorization expenditures fully reimbursed | 1,225 / 99% | 1,382 / 99% | 1,200 / 99% | 1,200 / 99% | 1,200 / 99% |

Administrative Services (4510P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 28.0 | 28.0 | 28.0 | 28.0 | | 28.0 |
| Funded FTE | 29.8 | 27.9 | 27.9 | 27.9 | (0.1) | 27.9 |
| Total Requirements | 4,284,280 | 4,345,321 | 5,820,798 | 6,453,619 | 632,821 | 6,549,440 |
| Total Sources | 4,160,287 | 4,153,952 | 5,568,429 | 6,215,682 | 647,253 | 6,311,503 |
| Net County Cost | 123,993 | 191,369 | 252,369 | 237,937 | (14,432) | 237,937 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 252,369 | 237,937 | (14,432) | 237,937 |

Discretionary Net County Cost

The portion of this Program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$237,937 or 4.7%, of which 100% is discretionary. This discretionary amount includes the County's contractual agreement with the City of Redwood City for support of the Fair Oaks Community Center.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increases in various service charges and increases in administrative cost reimbursements from Public Works' operating units.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 598,503 | 584,071 | 0 | 0 | (14,432) | 0 |

2. Business Systems Network Upgrade

Equipment will be purchased to upgrade the network to a virtual environment in addition to a purchase of software for the development of an online knowledge base, which will provide users the ability to look online for policies and procedures related to their job functions. This virtual environment will be a central repository for information, providing assistance for ongoing operations and the training of new employees.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 48,750 | 48,750 | 0 | 0 | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 647,253 | 632,821 | 0 | 0 | (14,432) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; elimination of one-time projects and equipment; elimination of one-time Fund Balance; and increased reimbursements from the other sections of the Department to support each section's proportionate share of the cost of overall Department Administration.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 95,821 | 95,821 | 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

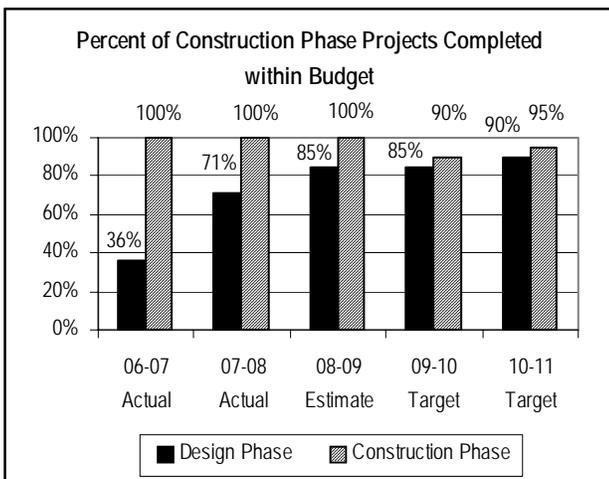
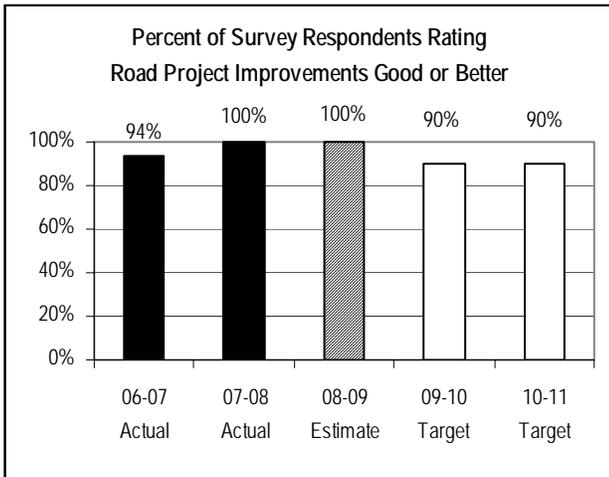
Program Outcome Statement

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.

Headline Measures



The following are major accomplishments in the current year:

- Managed the La Honda Landslide Repair Project in the La Honda Area. This also included securing State Disaster Relief funding (CDAA) for the Upper Scenic Drive Retaining Wall portion of this Project, and creating an assessment district to finance the remaining portions of the Project
- Completed road inspection and updated the Pavement Condition Index (PCI) of a portion of the County maintained road system to ensure that road segments selected for treatment are based on the most current information
- Designed, managed, and inspected various projects including: installation of a new concrete sidewalk at Santa Cruz Avenue in West Menlo Park Area; resurfacing of Bay Road, from Willow Street to 2nd Avenue, in the North Fair Oaks Area; installation of storm drainage facilities at the Midcoast Drainage improvements Project in the Moss Beach Area; parking lot improvements at the San Mateo Medical Center; installation of pedestrian lighted crosswalks along portions of Middlefield Road in North Fair Oaks and Barney Avenue in West Menlo Park; Willow Road Grade Separation Ramp Metering Project, in Menlo Park; Mirada Surf West Coastal Trail Extension; and San Carlos Airport hangar improvements
- Completed design documents for various projects including: Bayside Cape and Slurry Seal Project in the Emerald Lake Hills Area; road reconstruction improvements in the North Fair Oaks, West Menlo, and Princeton by the Sea areas; reconstruction of Mills Avenue, in West Menlo Park; and Escondido Road Improvement Project in the La Honda area

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 our 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, such as the La Honda Landslide Repair Project, property owners were given the chance for greater involvement during the Design and Construction Phases. This resulted in the community overwhelmingly approving an Assessment District to finance a significant amount of the Project. 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 more limited, the Engineering Services Program is continuing to evaluate road treatment options that can more efficiently maintain the County's infrastructure at acceptable condition levels. In this regard, Engineering Services continues to monitor the performance and effectiveness of any new technologies used previously, such as the modified type of road reconstruction method used and the drainage detention systems installed in FY 2006-07 for reducing localized ponding of water, in order to determine if they should be used in future projects. Given Road Fund limitations, Engineering Services is actively evaluating County demands for its resources and providing services to 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. In addition, Engineering Services will continue to consider its abilities to provide necessary services at appropriate cost levels. Subcontractors 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. In FY 2008-09, staff from Engineering Services worked with the Roads, Utilities, 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. A self-service model, adopted in November 2005, allows customers to conduct much of their own research and retrieve information being sought. This service model is being enhanced and expanded. A prototype for expanded services will be tested in FY 2009-10, which will allow maps and survey records to be released on the web, eliminating the need for the customers to come into the County offices. The 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 our customers. Engineering continues to expand its use of Geographic Information System technology, and will evaluate training programs to maximize staff efficiency in establishing and maintaining expanded data base sets.

Three retirements in FY 2008-09 will have a significant impact on Engineering. They include the Deputy Director for the Division that includes Engineering, the Supervisor for the Drafting / Maps Section, and an Associate Engineer who has over 40 years of history with surveys. Recruitment for the Deputy is underway, and the functions of the other positions will likely be realigned due to the Department's increasing reliance on the Geographic Information System (GIS) in these areas.

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 work with the Cuesta La Honda Guild and the Board of Supervisors for the Escondido Road Improvement Project in the La Honda Area
- 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
- To evaluate appropriate measures for the San Carlos Airport Levee Improvements Project in efforts for revising the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Maps (FIRM)
- To maintain the condition of County's road infrastructure in light of the economic uncertainty affecting the State and County

Program Objectives

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

Maintain an Overall Customer Satisfaction Rating of at Least 90% for Road Improvement Projects

- Continue to improve the public input and public notification processes by FY 2009-10 and ongoing
- Continue to utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects by FY 2009-10 and ongoing
- Continue to explore, evaluate and implement improved methods for improving the Pavement Condition Index and reducing cost per mile by FY 2009-10 and ongoing

Achieve and Maintain a Rate of 85% of Projects Completed Within Budget

- Explore and implement processes and systems to improve productivity and accuracy by FY 2009-10 and ongoing
- Explore and implement processes and systems that minimize potential cost impacts both during the design and project construction phases by FY 2009-10
- 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of roads, sewer, watershed, and parks projects funded | 54 | 61 | 57 | 55 | 60 |
| Number of counter service requests for maps and survey records | 374 | 383 | 375 | 375 | 340 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number and percent of customers rating maps / survey records counter services good or better | 34 / 100% | 32 / 100% | 30 / 100% | 30 / 90% | 28 / 90% |
| Percent of projects completed on time and within budget: | | | | | |
| - Design phase on time | 92% | 86% | 85% | 85% | 90% |
| - Design phase within budget | 36% | 71% | 85% | 85% | 90% |
| - Construction phase within budget | 100% | 100% | 100% | 90% | 95% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents (residents) rating road project improvements good or better | 94% | 100% | 100% | 90% | 90% |

Engineering Services (4600P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 31.0 | 30.0 | 30.0 | 30.0 | | 30.0 |
| Funded FTE | 30.5 | 29.8 | 29.5 | 29.5 | (0.0) | 29.5 |
| Total Requirements | 4,225,639 | 4,289,725 | 4,962,383 | 5,255,038 | 292,655 | 5,489,283 |
| Total Sources | 4,210,441 | 4,193,101 | 4,865,759 | 5,158,414 | 292,655 | 5,392,659 |
| Net County Cost | 15,198 | 96,624 | 96,624 | 96,624 | | 96,624 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 96,624 | 96,624 | | 96,624 |

Discretionary Net County Cost

The portion of this Program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$96,624 or 1.8%, of which 100% is discretionary. This discretionary amount represents the County Engineer function.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of a one-time grant; increase in reimbursements related to support to Road construction projects and an increase to appropriations for an upgrade of the Computer Aided Design (CAD) software.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 292,655 | 292,655 | 0 | 0 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; and increased reimbursement from the Road Fund to pay for the added cost of staff working on road related projects.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 234,245 | 234,245 | 0 | 0 | 0 | 0 |

Facilities Services (4730P)

Program Locator

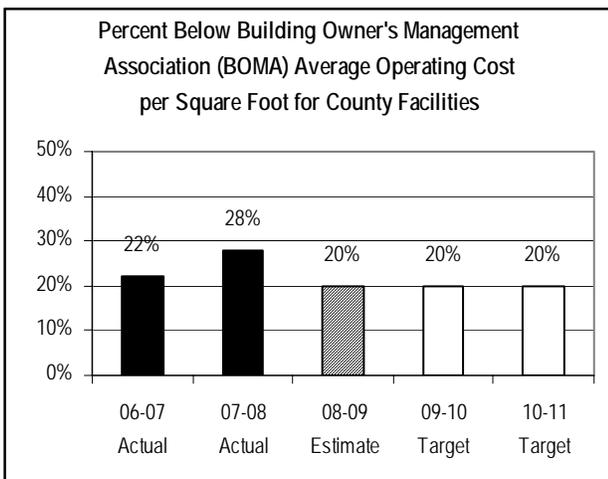
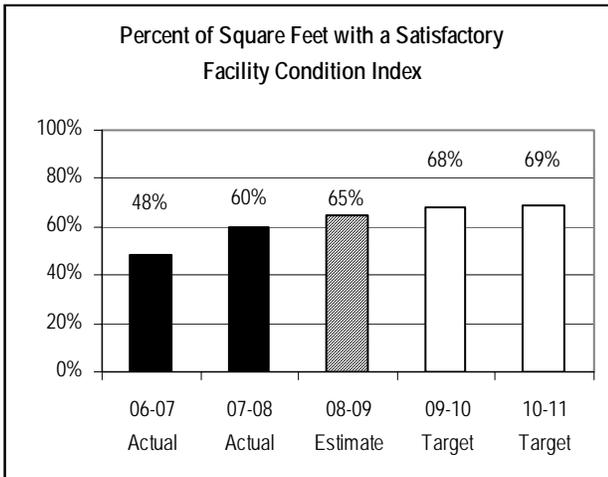
County

- 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 constructed 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:

- Implemented lighting retrofits at 14 buildings including the Maguire Jail, with a reduction of over 587,000 kilowatt-hours (kWh) per year and 144 tons per year in CO₂ emissions
- Completed lighting retrofit projects at the Burlingame Long Term Care facility and Health Services Building
- Implemented the use of green chemicals / cleaning practices in County buildings external from the main campuses of County facilities
- Completed an Integrated Energy Audit, retro commissioning, and Demand Response Audit for the Health and Hospital facilities; some of the measures were completed and the County received a rebate check of \$80,000
- Completed several systems upgrades at the Health and Hospital facilities including Heating, Ventilating, and Air Conditioning (HVAC) systems, Temperature Control System, Water Treatment System, and a Medical Gas Monitoring System
- Completed a \$3.8 million dollar, 12,720 gross square foot Leadership in Energy and Environmental Design (LEED) certified Children's Receiving Home at the Youth Services Center campus

- Completed the remodel and relocation of the 4th floor, 455 County Center, for Real Property, Purchasing, and Building Services. Also included in this project were new training facilities for the Office of Emergency Services and Public Safety Communications, interview rooms, and conference space
- Assumed responsibility for countywide Americans with Disabilities Act (ADA) Title II Coordinator functions. This responsibility was previously under the Health Department
- Hired three new construction project managers and promoted one trainee to a permanent project manager position in order to reduce the backlog of funded Capital Projects and Facilities Condition Index projects
- Continued to electronically file construction and record drawings for faster access and reproduction for reference and use on new projects

Story Behind Performance

In FY 2007-08, the Program contracted with Applied Management Engineering to conduct a comprehensive building inventory for all County-owned buildings that included the square footage and condition of all mechanical, electrical and plumbing systems as well as wall surfaces, flooring, and roofs. The resulting assessment report, called the Facilities Condition Index, was used as a basis for recommending and justifying funding for capital projects for FY 2008-09 and FY 2009-10. The combination of improvement projects, long-range planning for new buildings, and regular maintenance and retrofits 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. Therefore 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. This information has been incorporated into a new headline measure "percent of square feet with a satisfactory Facility Condition Index".

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 CO₂ levels. During FY 2008-09 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 Maguire Jail and 17 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 certified products. Beginning with the new Youth Services Center, the program was successful and use

of this product line has been expanded to other facilities within the County.

Capital Projects increased staffing with the addition of three Project Managers to absorb the additional project management work associated with new construction and facility improvements. Capital Projects used this change as an opportunity to create an entry-level classification that encourages upward mobility from within County ranks. Eligible employees are selected through a competitive process and provided with training to become journey level Construction Project Managers. The first trainee to complete this process was promoted to a permanent Construction Project Manager position in December. The number of projects actively managed by Capital projects staff has increased by over 20% above the quarterly performance measure targets. Health and Hospital Facilities Maintenance developed policies and procedures on the Utilities Management and the Fire Safety programs. These programs provide detailed descriptions of hospital plant systems, maintenance procedures and emergency failure action plans. Completing timely preventive maintenance (PM) on equipment and systems remains an important focus for the Program. Although staffing shortages this year in County Facilities Maintenance due to retirements, resignations and injuries resulted in a less than optimal number of PMs completed, priorities were set and schedules were adjusted to assure critical PMs were done. Building Services developed and began using a new customer satisfaction survey designed to give specific feedback on core services performed by custodial staff. To effectively monitor the quality of work performed by contractors who provide custodial services in County-owned and leased building in outlying areas, the Program developed and implemented an additional survey process that has proven to be a valuable tool in assuring that contract specifications are being met.

Major challenges over the next two years will be:

- To continue 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 continue to keep apprised 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 2010

- Complete a new design to modify existing systems to eliminate requirements for regular supervision of high-pressure boilers at the Hospital by 2010
- Compile information about the location and operation of equipment specific to certain facilities and develop a quick reference guide by 2010

Maintain Facility Costs per Square Foot at 20% Below Building Owner's Management Association (BOMA) Average

- Continue to work with PG&E to explore ways to save energy and reduce costs by 2009 and ongoing
- Standardize paper products used within County facilities that are supplied by Building Services, to reduce cost and environmental impact factors by 2010
- Identify a resource to provide meaningful cost comparisons for the maintenance of Health and Hospital facilities on a cost per square foot basis by 2010
- Develop a new capital projects process to improve project scope definition and cost estimate information by 2010
- Complete the Hospital lighting retrofit project by 2010

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Install a dynamic portal link to the Computerized Maintenance Management System to allow automatic notification to customers on the status of work requests and when work is completed
- Transfer all capital project data to a new database and establish procedures for updates and cost accounting relationships
- Develop an on line 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

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of hours spent on preventive maintenance for: | | | | | |
| - County facilities maintenance | 4,429 | 4,309 | 3,600 | 4,700 | 4,750 |
| - Health and hospital facilities maintenance | 2,431 | 1,769 | 1,600 | 1,600 | 1,600 |
| Number of square feet maintained: | | | | | |
| - County facilities | 2,499,948 | 2,570,333 | 2,470,000 | 2,415,720 | 2,415,720 |
| - Custodial | 1,918,085 | 1,918,085 | 1,871,826 | 1,871,826 | 1,871,826 |
| - Health and hospital facilities | 599,660 | 689,669 | 689,669 | 689,669 | 689,669 |
| Number of work service requests: | | | | | |
| - County facilities | 8,824 | 8,824 | 7,400 | 8,000 | 7,800 |
| - Custodial | 508 | 374 | 500 | 500 | 500 |
| - Health and hospital facilities | 5,829 | 6,558 | 6,000 | 6,000 | 6,000 |
| Number of funded facilities / capital projects managed by Public Works project management staff | 98 | 159 | 320 | 125 | 125 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of preventive maintenance completed within prescribed time frames: | | | | | |
| - County facilities | 56% | 26% | 50% | 70% | 75% |
| - Health and hospital facilities | 82% | 78% | 90% | 90% | 90% |
| Percent of funded facilities / capital projects managed by Public Works project management staff completed on time and within budget | 100% | 100% | 98% | 98% | 98% |
| Percent below Building Owner's Management Association International (BOMA) average operating cost per square foot for County Facilities | 21.7% | 28.3% | 20% | 20% | 20% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer rating services good or better: | | | | | |
| - County Facilities | 88% | 93% | 90% | 90% | 90% |
| - Custodial | 99% | 98% | 90% | 90% | 90% |
| - Health and Hospital Facilities | 58% | 92% | 90% | 90% | 90% |
| Percent of square feet with a satisfactory Facility Condition Index (FCI) | 48% | 60% | 68% | 68% | 69% |

Facilities Services (4730P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 106.0 | 112.0 | 112.0 | 106.0 | (6.0) | 106.0 |
| Funded FTE | 104.4 | 110.2 | 111.9 | 106.0 | (6.0) | 106.0 |
| Total Requirements | 8,903,764 | 8,769,140 | 8,072,083 | 9,316,436 | 1,244,353 | 9,646,972 |
| Total Sources | 6,981,013 | 8,448,499 | 7,211,483 | 8,914,236 | 1,702,753 | 9,136,772 |
| Net County Cost | 1,922,750 | 320,641 | 860,600 | 402,200 | (458,400) | 510,200 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 458,400 | | (458,400) | |
| Non-Mandated Services | | | 402,200 | 402,200 | | 510,200 |

Discretionary Net County Cost

The portion of this Program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$402,200 or 4.3%, of which \$402,200 is discretionary. The discretionary amount includes facilities maintenance for the San Mateo County Fairgrounds, Lathrop House, the Old Courthouse, the County Child Care facility, and the Information Services Department radio facility in addition to the increase in the debt service for the Youth Services Center.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increased reimbursements from the Administrative Office of Courts related to projected shared costs for the Hall of Justice and Youth Services Center and custodial services to various Courts facilities; decrease in reimbursement from the Solid Waste Fund for garbage services (now included in facility rent charges); increased facility capital project reimbursements to fully fund employee costs and address back-log in project work; decreases in utility costs related to Court facilities transfer; increase in debt service costs; and a net decrease in rent reimbursements (overall increase to County facilities offset by reduction for transferred Court facilities).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,702,753 | 740,745 | 2,092,723 | (179) | 1,130,536 | 0 |

2. Rent Stabilization for Facilities Maintenance and Operations

The FY 2009-10 rent stabilization funds from Non-departmental Services represents a one-time payment in FY 2009-10 to help the Program phase down to the new funding and service levels after all of the Court transfers are completed and when it is known what revenues to expect.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 0 | (1,045,498) | 0 | (1,045,498) | 0 |

3. Reduction in Workforce - Elimination of Vacant Positions and Addition of New Positions in Health and Hospital Maintenance and Operations

Two vacant Stationary Engineer positions and one vacant Utility Worker position have been eliminated from the Health and Hospital Maintenance and Operations program in order to meet targeted reimbursement levels and service level requirements. One Electrician position and one Crafts Supervisor position have been added to provide transfer opportunities for staff whose positions will be eliminated in the Construction Services Program. Reductions have been made in other operational costs to reduce the net added cost to Health and Hospital Maintenance and Operations.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (263,301) | 0 | 0 | (263,301) | (3) |
| 0 | 152,688 | 0 | 0 | 152,688 | 2 |

4. Reduction in Workforce - Elimination of Vacant Positions in Building Services

Two vacant Custodian positions were eliminated from the Building Services program in order to reduce service levels due to the transfer of the Court facilities to the State.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (133,270) | 0 | 0 | (133,270) | (2) |

5. Reduction in Workforce - Elimination of Vacant Positions and Addition of a New Position in Facilities Maintenance and Operations

Three vacant Stationary Engineer and one vacant Senior Utility Worker positions have been eliminated from the Facilities Maintenance and Operations in order to reduce service levels due to the transfer of the Court facilities to the State. One Electrician position has been added to provide a transfer opportunity for a staff member whose position will be eliminated in the Construction Services Program. Reductions have been made in other operational costs to reduce the net added cost to Facilities Maintenance and Operations.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (391,834) | 0 | 0 | (391,834) | (4) |
| 0 | 92,279 | 0 | 0 | 92,279 | 1 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,702,753 | 197,307 | 1,047,225 | (179) | (458,400) | (6) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 increases; increased retirement and retiree health contributions; 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 |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 222,536 | 684,182 | (353,646) | 0 | 108,000 | 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

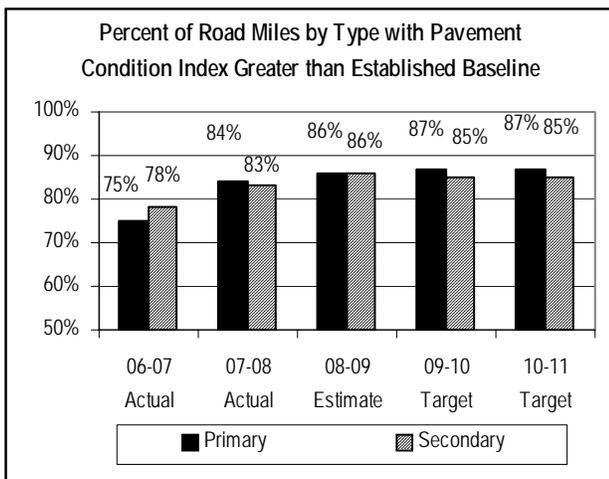
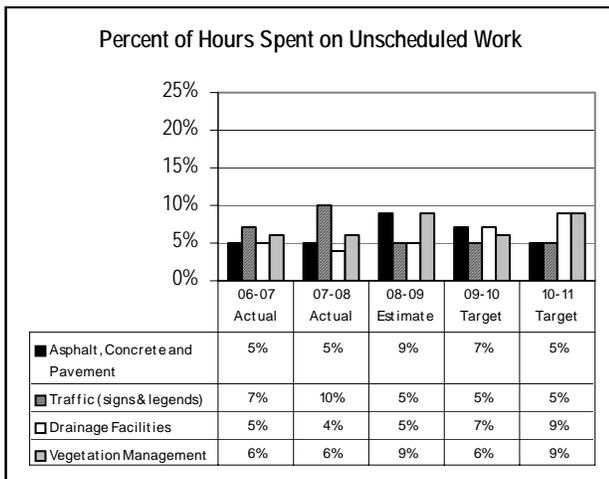
Program Outcome Statement

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:

- Completed phase 2 of an in-house Chip Seal Program
- Obtained necessary permits and replaced a number of damaged culverts in environmentally sensitive areas
- Developed point system for reviewing and resolving countywide traffic requests
- Updated county traffic counts, and resolutions on website
- Revised Road Operations website to provide better customer service to the public
- Continued to use Pavement Management System to prioritize the repair of substandard roads and reduce the frequency and cost of unscheduled maintenance on those roads
- Developed policies and practice manual for construction inspectors as part of a long-term training program
- Developed long term training programs and construction zone signing guidelines addressing on the job safety
- Established a training committee to evaluate training needs
- Evaluated inventory of road advisory signs and markers, and replaced ineffective, damaged or substandard signs

Story Behind Performance

The Road Maintenance Division implemented an in-house chip seal program in FY 2007-08. Utilizing existing workers and equipment, and coordinating with other agencies for additional equipment, training, and advice, 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. Approximately 50 lane miles in the Coast side areas will be sealed in FY 2008-09 according to the current Chip Seal Program, pending available funds.

The receipt of \$7,100,000 in voter approved transportation funding (Proposition 1B) 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 impacts both percent of hours spent on unscheduled work and the percent of road miles by type with a Pavement Condition Index (PCI) greater than the established baseline. 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 PIC's will remain steady if the chip seal project is fully funded and continued as planned.

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 implemented new processes that streamlined storm drainage plan reviews, and staffed the newly formed Midcoast Storm Water Drainage Committee. The Section also implemented a new Public Works case management process within the Planning and Building Department's data management system, reducing the paperwork burden associated with issuing permits and enabling the public to view encroachment permits and other road-related approvals online.

Customer satisfaction in all areas surveyed continued to exceed the County standard of 90%. The process of surveying customers that directly request Road services, was streamlined to coordinate better with the 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 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 implement the County's Green Building Program streamlining processes in the Road Operations Section
- To develop a master plan for addressing storm drainage in the Midcoast area

- To continue to provide timely service under increasingly stringent regulatory requirements
- To continue to maintain roads at a high level while deferrals of State funds continue

Program Objectives

The Road Construction and Operations Program will meet performance targets by doing the following:

Achieve and Maintain at Least 90% of Hours Spent on Scheduled Maintenance

- Develop agreements and permits with resource agencies and the County Planning Department to reduce delays for maintenance work in sensitive areas by 2010
- Continue to evaluate alternatives to herbicides to eliminate handwork and reduce weed-related damage to roads
- Develop a long-range plan for replacing aging and unreliable vehicles, equipment and tools by 2010
- 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 by 2010
- Develop a long-range work plan for dealing with trees that distort road and sidewalk areas by 2010
- Establish sidewalk maintenance guidelines by 2010

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 by 2010
- Develop a point system for responding to traffic related requests. Continue to work with adjoining jurisdictions on traffic related issues by 2010
- Develop the Geographic Information System (GIS) interfaces to track existing assets for storm water facilities by 2010
- Continue to develop and implement countywide traffic, encroachment, and storm water policies and practices

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of maintained miles ⁽¹⁾ | 316 | 316 | 315 | 315 | 315 |
| - Primary | 102 | 99 | 99 | 99 | 99 |
| - Secondary | 214 | 216 | 216 | 216 | 216 |
| Number of lane miles | | | | | |
| - Sealed | 0 | 29 | 88 | 50 | 50 |
| - Resurfaced | 13.6 | 4.0 | 1.5 | 5.0 | 5.0 |
| - Reconstructed | 1.9 | 1.3 | 0.2 | 1.5 | 1.5 |
| Number of Encroachment Permits Processed | 368 | 402 | 361 | 325 | 325 |
| Number of service requests for Traffic ⁽²⁾ | 218 | 235 | 200 | 200 | 225 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of work hours spent on scheduled work | 94.2% | 94.5% | 94.5% | 94.0% | 93.5% |
| Percent of productive hours not subject to injury related work modifications | 1.0% | 1.9% | 2.5% | 2.3% | 2.0% |
| Cost per lane mile: | | | | | |
| - Sealed | --- | \$27,538 | \$30,00 | \$25,000 | \$25,000 |
| - Resurfaced | \$124,406 | \$191,625 | \$198,000 | \$200,000 | \$200,000 |
| - Reconstructed | \$479,510 | \$604,032 | \$647,690 | \$650,000 | \$650,000 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of hours spent on unscheduled work for: | | | | | |
| - Asphalt and concrete pavement | 5% | 5% | 9% | 7% | 5% |
| - Traffic signs, striping and legends | 7% | 10% | 5% | 5% | 5% |
| - Drainage facilities | 5% | 4% | 5% | 7% | 9% |
| - Vegetation management | 6% | 6% | 9% | 6% | 9% |
| Number and percent of customer survey respondents rating services good or better: | | | | | |
| - Service requests | 40 / 85% | 27 / 80% | 50 / 90% | 55 / 90% | 60 / 90% |
| - Street sweeping ⁽³⁾ | 246 / 85% | --- / --- | 200 / 90% | 200 / 90% | 200 / 90% |
| - Traffic | 25 / 96% | 20 / 79% | 20 / 90% | 35 / 90% | 35 / 90% |
| Percent of road miles, by type, with Pavement Condition Index greater than established baseline: ⁽⁴⁾ | | | | | |
| - Primary | 75% | 84% | 86% | 87% | 87% |
| - Secondary | 78% | 83% | 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 2006-07 to reflect changes made to Collier Burns Reports when road lengths were re-measured.

(2) Traffic Service Requests are defined as requests that result in investigations and / or site visits, work orders for repairs, development of petitions or traffic data, and other miscellaneous requests where effort continues beyond the initial contact to Road Operations.

(3) The Montara / Moss Beach area was surveyed in FY 2006-07. Surveys of all County maintained sweeping areas have been completed, and distribution of follow-up surveys will begin in FY 2008-09 to assess whether the schedule and service changes made as a result of the survey feedback has improved customer satisfaction.

(4) The Pavement Condition Index (PCI) is a standard measurement system used 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 70.0 | 70.0 | 70.0 | 70.0 | | 70.0 |
| Funded FTE | 70.0 | 70.0 | 70.0 | 70.0 | | 70.0 |
| Total Requirements | 27,858,091 | 27,217,506 | 44,044,675 | 31,981,025 | (12,063,650) | 26,621,526 |
| Total Sources | 27,168,693 | 29,512,942 | 44,044,675 | 31,981,025 | (12,063,650) | 26,621,526 |

Discretionary Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by state and federal revenue.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); reductions in Highway Users' Tax revenue due to elimination of one-time payment for prior year deferred revenue and decreased fuel consumption levels; decreases in reimbursements based on a lower level of budgeted road projects; increase in Fund Balance resulting from a carry-over of bond money received but not yet expended; decrease in state revenue as a result of an elimination of a payment of Proposition 42 funds from a prior year; elimination of one-time prior year projects and equipment acquisitions and a reduction in anticipated road project costs based on current project plans.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (12,063,650) | (10,722,268) | 0 | (1,341,382) | 0 | 0 |

2. Road Reconstruction Projects

Various road maintenance and improvement projects have been scheduled in order to maintain the condition of the County road network. A detailed listing of the road projects proposed for FY 2009-10 is included in the following pages.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0 | 2,235,218 | 0 | (2,235,218) | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (12,063,650) | (8,487,050) | 0 | (3,576,600) | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; removal of completed road improvement projects and one-time equipment purchase; reductions in contracts; reductions in Fund Balance and reserves to meet anticipated expenditures; and increased revenue from the sales tax on gasoline.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (5,359,499) | (1,442,322) | 0 | (3,917,177) | 0 | 0 |

4. Road Improvement Projects

Various road maintenance and improvement projects have been scheduled in order to maintain the condition of the County road network at levels established by the Board of Supervisors. A detailed listing of the road projects proposed for FY 2010-11 is included in the following pages.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0 | 1,931,788 | 0 | (1,931,788) | 0 | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (5,359,499) | 489,466 | 0 | (5,848,965) | 0 | 0 |

Public Works Department Road Fund

Public Works Department Road Fund

Recommended Services FY 2009-10

| The following projects, equipment and plant improvements are budgeted for FY 2009-10 | | | | |
|--|--|-------------|------------------|--------------------|
| MAJOR MAINTENANCE IMPROVEMENTS | | | | |
| ADA Improvements | | \$336,000 | | |
| Maintenance - Accidents | | \$10,000 | | |
| Maintenance - Bridges | | \$10,000 | | |
| Maintenance - Traffic Related | | \$308,000 | | |
| Judgements | | \$200,000 | | |
| General Maintenance | | \$3,235,252 | Subtotal: | \$4,099,252 |
| OTHER MAINTENANCE PROJECTS | | | | |
| Rural | Chip Seal | \$800,000 | | |
| Countywide | NPDES - maintenance, sweeping, ditch and catch basin cleaning projects | \$2,380,000 | Subtotal: | \$3,180,000 |
| MAJOR MAINTENANCE PROJECTS | | | TOTAL: | \$7,279,252 |
| General Engineering / Administration | | | | |
| Grant Applications | | \$50,000 | | |
| Pavement Management | | \$100,000 | | |
| Maintenance Road Records and GIS Updates | | \$800,000 | | |
| La Honda Slide | | \$200,000 | | |
| Major Design Projects and Services | | \$332,958 | TOTAL: | \$1,482,958 |
| MAJOR CONSTRUCTION PROJECTS | | | | |
| Resurfacing Projects | | | | |
| Emerald Lake Area | Resurfacing of various roads in the Emerald Lake Hills | \$91,812 | | |
| Mid-Peninsula | Resurfacing of various roads in the Burlingame Hills and San Mateo Highlands | \$1,313,220 | | |
| North County | Resurfacing of the County's portion of Broadmoor Village | \$104,646 | Subtotal: | \$1,509,678 |
| Reconstruction Projects | | | | |
| Coastside | Reconstruction of various roads in Princeton-by-the-sea | \$509,000 | | |
| South Bayside | North Fair Oaks - Street Sidewalk | \$100,000 | | |

Public Works Department Road Fund

Recommended Services FY 2009-10

| | | | | |
|--------------------------------------|--|-------------|------------------|---------------------|
| South Bayside | Reconstruction of various roads in North Fair Oaks | \$268,800 | Subtotal: | \$877,800 |
| MAJOR CONSTRUCTION PROJECTS | | | TOTAL: | \$2,387,478 |
| Road Operations Projects | | | | |
| Countywide | Road inspections | \$350,000 | | |
| Countywide | Plan review | \$150,000 | | |
| Countywide | Traffic investigations | \$400,000 | | |
| Countywide | Site and Storm water reviews | \$160,000 | | |
| Countywide | Inventory and records management | \$28,701 | TOTAL: | \$1,088,701 |
| CONTRIBUTIONS / AID TO CITIES | | | | |
| Belmont | Los Costanos development plan | \$300,000 | TOTAL: | \$300,000 |
| EQUIPMENT AND PLANT | | | | |
| One Chipsreader | | \$255,000 | | |
| Two One-ton Dump Trucks | | \$120,000 | | |
| Equipment Maintenance | | \$2,869,123 | TOTAL: | \$3,244,123 |
| SERVICES AND SUPPLIES | | | | |
| Countywide | Various services and supplies | \$5,493,412 | TOTAL: | \$5,493,412 |
| RESERVES | | | | |
| Reserves and contingencies | | \$6,976,868 | TOTAL: | \$6,976,868 |
| TOTAL FOR FY 2009-10 | | | | \$28,252,792 |

Public Works Department Road Fund

Recommended Services FY 2010-11

The following projects, equipment and plant improvements are budgeted for FY 2010-11

| | | | | |
|--|--|-----------|--|--|
| MAJOR MAINTENANCE IMPROVEMENTS | | | | |
| Sidewalk, ADA, and other Concrete Improvements | | \$336,000 | | |
| Maintenance - Accidents | | \$10,000 | | |
| Maintenance - Bridges | | \$10,000 | | |
| Maintenance - Traffic Related | | \$308,000 | | |
| Judgements | | \$200,000 | | |

Public Works Department Road Fund
Recommended Services FY 2010-11

| | | | | |
|--|---|-------------|------------------|--------------------|
| General Road Maintenance and Customer Response | | \$3,235,252 | Subtotal: | \$4,099,252 |
| OTHER MAINTENANCE PROJECTS | | | | |
| Countywide | Slurry / cape seal various roads | \$700,000 | | |
| Rural | Chip seal | \$800,000 | | |
| Countywide | NPDES - Maintenance, sweeping, ditch and catch basin cleaning | \$2,380,000 | Subtotal: | \$3,880,000 |
| MAJOR MAINTENANCE PROJECTS | | | TOTAL: | \$7,979,252 |
| General Engineering / Administration | | | | |
| Grant Applications | | \$50,000 | | |
| Pavement Management | | \$100,000 | | |
| Maintenance Road Records and GIS Updates | | \$800,000 | | |
| La Honda Slide | | \$200,000 | | |
| Minor Design Projects and Services | | \$332,958 | TOTAL: | \$1,482,958 |
| MAJOR CONSTRUCTION PROJECTS | | | | |
| Resurfacing Projects | | | | |
| Midcoast Urban | Resurfacing of various roads in the Moss Beach | \$250,000 | | |
| South Bayside | Resurfacing of various roads in North Fair Oaks | \$800,000 | Subtotal: | \$1,050,000 |
| Reconstruction Projects | | | | |
| South Bayside | Various roads in North Fair Oaks | \$700,000 | | |
| South County | Various roads in West Menlo Park | \$500,000 | Subtotal: | \$1,200,000 |
| MAJOR CONSTRUCTION PROJECTS | | | TOTAL: | \$2,250,000 |
| ROAD OPERATIONS PROJECTS | | | | |
| Countywide | Road inspections | \$350,000 | | |
| Countywide | Plan review | \$150,000 | | |
| Countywide | Traffic investigations | \$400,000 | | |
| Countywide | Site and Storm water reviews | \$160,000 | | |
| Countywide | Inventory and records management | \$28,701 | TOTAL: | \$1,088,701 |
| CONTRIBUTIONS / AID TO CITIES | | | | |
| Belmont | Los Costanos Development Plan | \$300,000 | TOTAL: | \$300,000 |

Public Works Department Road Fund

Recommended Services FY 2010-11

| EQUIPMENT AND PLANT | | | | |
|---|-------------------------------|-------------|---------------|---------------------|
| Replacement | | | | |
| Equipment Maintenance | | \$2,867,887 | | |
| Three One-ton Dump Trucks | | \$195,000 | | |
| One Compressor and one Chipper | | \$44,000 | | |
| One Highway Mower | | \$110,000 | | |
| One Diesel Particulate Filter Cleaner and Regeneration System | | \$26,000 | TOTAL: | \$3,242,887 |
| SERVICES AND SUPPLIES | | | | |
| Countywide | Various Services and Supplies | \$5,421,592 | TOTAL: | \$5,421,592 |
| RESERVES | | | | |
| Reserves and contingencies | | \$1,077,903 | TOTAL: | \$1,077,903 |
| TOTAL FOR FY 2010-11 | | | | \$22,843,293 |

Public Works Department Road Improvement Fund
The following projects are budgeted for FY 2009-10
MAJOR RECONSTRUCTION AND RESURFACING PROJECTS

| Emerald Lake | Reconstruction of various roads | \$0 |
|----------------------------|--|--------------------|
| South Bayside | Reconstruction of various roads in North Fair Oaks | \$0 |
| South County | Reconstruction of various roads in West Menlo Park | \$0 |
| Midcoast Urban | Drainage improvements | \$350,000 |
| North County | Reconstruction of various roads | \$0 |
| RESERVES | | |
| Reserves and contingencies | | \$3,437,533 |
| TOTAL: | | \$3,787,533 |

| | | |
|--|--|--------------------|
| Public Works Department Road Improvement Fund | | |
| The following projects are budgeted for FY 2010-11 | | |
| MAJOR RECONSTRUCTION AND RESURFACING PROJECTS | | |
| South Bayside | Reconstruction of various roads in North Fair Oaks | \$175,000 |
| South County | Reconstruction of various roads in West Menlo Park | \$175,000 |
| RESERVES | | |
| Reserves and contingencies | | \$3,487,533 |
| | | |
| TOTAL: | | \$3,837,533 |

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 Program provides professional, effective and responsive construction and related services to various County departments and other public agencies to ensure accessible and safe environments for the public and County employees.

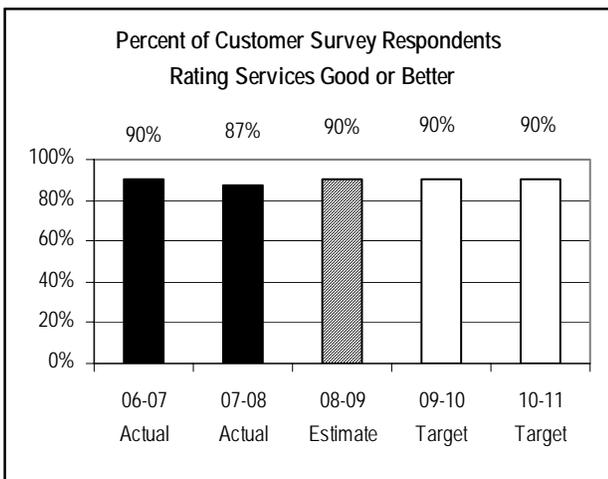
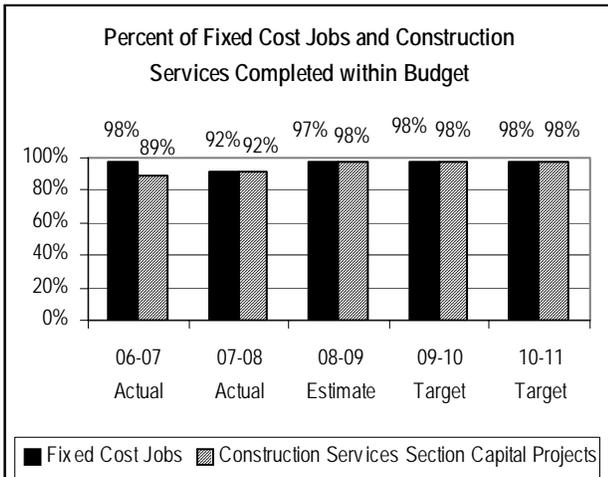
Services and Accomplishments

The Construction Services Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 through the following activities: providing repair, renovation and other construction services combined with a mixture of building maintenance services to County departments and other agencies on a fee for service basis. The Program also provides maintenance to nine lighting districts and graffiti abatement services in unincorporated North Fair Oaks as well as the cities of Menlo Park, Atherton and Millbrae. These services are funded with County Service Area #8 (a North Fair Oaks Assessment District) revenue and contractual agreements with the previously identified cities.

The following are major accomplishments in the current year:

- Completed 1,850 requests for services, provided 290 construction cost estimates, worked on 55 capital improvement projects, responded to and repaired over 2,000 street lighting outages and abated 1,000 graffiti sites
- Trained additional staff in Graffiti Abatement techniques in order to expand existing services and began performing abatement services on a trial basis for the City of San Mateo
- Worked closely with County Office of Emergency Services to schedule and provide comprehensive maintenance of portable generators and light standards and implement procedures for use in case of emergency

Headline Measures



Story Behind Performance

Construction Services is providing cost saving options to meet the needs of its customers, particularly during the serious budget deficit conditions facing the County, individual departments and other agencies. The hiring of a Construction Administrator to schedule work, review correspondence as well as track budgets and change orders in real time is expected to increase customer satisfaction. The creation of a new classification system that is similar to that used for the trades, is also under review. This will provide training opportunities for new staff entering the various crafts trades, and provide advancement opportunities for those staff attaining established competency levels.

In FY 2008-09 Construction Services met the target of 1,850 services requests. However due to the state of the current economy and State Budget, the target for service requests in FY 2009-10 will either stay the same or only increase slightly. Construction Services is currently the provider of graffiti abatement services for the County and three cities, and is negotiating with other agencies to provide this service as well.

Expectations are that the number of capital projects assigned will hold steady over the next two fiscal years with 55 projects currently assigned for FY 2008-09. The percentage of fixed cost projects completed within budget remains on target, and the quantity of multi-trade projects has increased as customers become aware of the flexibility and cost-effectiveness of using Construction Services instead of outside contractors.

The percent of fixed cost jobs completed within budget was 98% in FY 2008-09. Construction Services staff will continue to provide realistic estimates and use time and materials efficiently on the job.

Major challenges over the next two years will be:

- To create a tiered classification system (entry, journey level, etc.) that is cost neutral and includes existing staff for all construction trades associated with Construction Services, in cooperation with the Building Trades and Construction Council, the Human Resources Department, and the various Bargaining Units
- To expand the existing Graffiti Abatement Program as well as other services with outside agencies with funding from participating cities
- To provide Green Building alternatives and awareness to customers
- To continue to be aware of changing fiscal constraints for customers and be willing to assist in developing alternative solutions to meet their needs
- To continue to provide better customer service through improved billing, cost tracking, estimating, projects monitoring, and increased interaction with customers
- To retire 50% of a loan established in 2008 that was needed due to previous fixed price projects that had gone over budget

Program Objectives

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

Achieve a 98% Rate of Fixed Cost Jobs Completed within Budget

- Make improvements to the County's Tower Road facilities such as parking, drainage, restrooms, equipment and more efficient use of existing space in order to increase efficiency and improve workflow by 2012
- Expand 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 by 2010 and ongoing
- Create a tiered classification or pay scale structure for Carpenter, Electrician and Plumber positions that is cost neutral by 2011
- Explore options to expand street lighting maintenance capabilities to more agencies by 2010
- Utilize new Green Building techniques as they become available by 2010 and ongoing
- Expand duties to include the maintenance and installation of the County's card key security system by 2010

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Ensure that customers are aware of the available services through Construction Services, how the Program operates, and what the adopted County Building Standards are, by fully utilizing the Facilities Customer Service Center by 2010
- Continue to provide cost saving construction alternatives to customers by 2010 and ongoing
- Begin testing of new systems for paperless records, files and construction documents through new technology by 2010
- Utilize the customer responses provided through the new survey process, to create options for improved customer service by 2010 and ongoing

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of work requests | 1,277 | 1,863 | 1,850 | 1,900 | 1,950 |
| Number of capital projects | 36 | 46 | 55 | 45 | 55 |
| Number of jobs estimated | 252 | 243 | 228 | 300 | 325 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of fixed cost jobs completed within budget | 98% | 92% | 97% | 98% | 98% |
| Percent of capital projects completed within budget | 89% | 92% | 98% | 98% | 98% |
| Percent of estimated jobs assigned | 83% | 77% | 50% | 82% | 85% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customers rating service good or better | 90% | 87% | 90% | 90% | 90% |

Construction Services (4740P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 30.0 | 29.0 | 29.0 | 16.0 | (13.0) | 16.0 |
| Funded FTE | 29.9 | 28.9 | 28.8 | 17.0 | (11.8) | 17.0 |
| Total Requirements | 4,253,382 | 4,316,169 | 4,894,015 | 3,560,956 | (1,333,059) | 3,738,558 |
| Total Sources | 4,253,382 | 4,316,169 | 4,894,015 | 3,560,956 | (1,333,059) | 3,738,558 |

Discretionary Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by reimbursements from other departments and outside agencies.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual

Required Contribution (ARC); decreases in project reimbursements based on the current level of service requests and the elimination of Fund Balance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (633,198) | 27,464 | 0 | 0 | 660,662 | 0 |

2. Reduction in Workforce - Elimination of Six Vacant Positions and Seven Filled Positions

The Construction Services Section provides construction and related services to various County departments. As a result of a decrease in the current level of service requests from other County departments, six vacant positions (four Carpenters, one Elevator Maintenance Mechanic and one Utility Worker II), plus seven filled positions (four Electricians, one Crafts Supervisor, one Utility Worker II, and one Carpenter) have been eliminated. The individuals in the filled positions will be offered positions in the Facilities Maintenance section.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (699,861) | (1,360,523) | 0 | 0 | (660,662) | (13) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,333,059) | (1,333,059) | 0 | 0 | 0 | (13) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; increase in Fund Balance; and increased revenue from work done for County departments and other agencies.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 177,602 | 177,602 | 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.

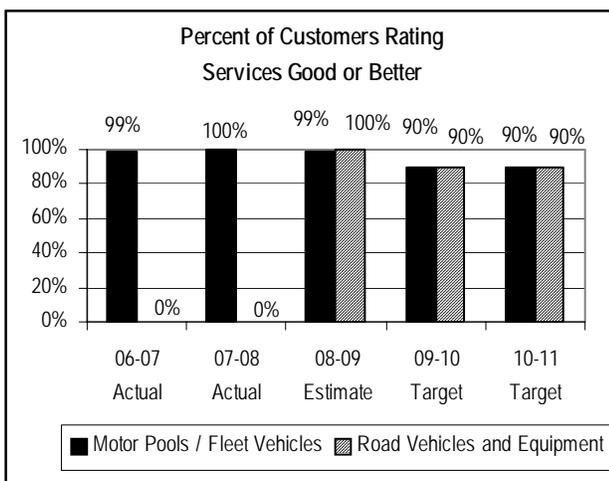
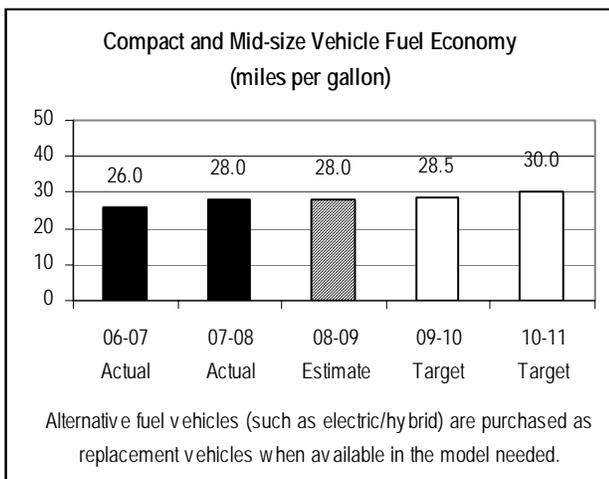
Services and Accomplishments

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 replacement of older mid-size cars, pickup trucks, and vans, in the motor pool and assigned vehicle classes.
- Continued to expand training opportunities to assure employees have the knowledge and skills to service, maintain and perform diagnostic work on hybrid vehicles
- Developed a plan to address the new laws and regulations governing on and off road Low Emission Vehicles and Equipment.
- Created a career path for employees who express interest in and aptitude for mechanic work.

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 263 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 CO₂ levels.

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. In 2008 Vehicle and Equipment Services developed and implemented a new survey for Road Maintenance customers designed to obtain more specific feedback. 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.

identification of vehicle problems that can be addressed before more serious and costly repairs become necessary by 2010

Major challenges over the next two years will be:

- To maintain the current cost per mile at a level that is comparable to the nationwide industry standard even though the cost of fuel in California continues to be the highest in the nation
- To keep acquisition and replacement schedules on track for diesel vehicles that meet new emission standards, even though costs are expected to increase \$20,000 by 2012
- To obtain funding for the replacement of aging Road equipment in order to meet new California emission reduction and climate control laws

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

- Continue to replace older economy size passenger vehicles with hybrids and alternate fuel vehicles by FY 2011-12 and ongoing
- Incorporate newly available 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 2009-10 and ongoing
- Research and provide staff training necessary to service, maintain, and repair new types and classes of vehicles by 2010 and ongoing
- Upgrade the fueling system from Gasboy to Fuelpoint at all six fueling locations and retrofit vehicles with informational modules to read and transfer fueling information such as fuel type, gallons and odometer reading, by 2010
- Secure funding for and upgrade the motor pool and shop facilities to enhance efficiency and safety by 2015
- Continue an aggressive preventive maintenance program by monitoring vehicle and equipment repair history by FY 2011-12 and ongoing
- Expand the bar coding system to include bar codes for vehicles and repair orders in order to provide better monitoring and early

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|------------------------|------------------------|------------------------|--------------------------|------------------------|
| What / How Much We Do (Effort) | | | | | |
| Number completed: | | | | | |
| - Preventive maintenances | 1,934 | 2,087 | 2,100 | 2,000 | 2,000 |
| - Scheduled repairs | 1,101 | 1,142 | 1,100 | 1,350 | 1,350 |
| - Unscheduled repairs | 149 | 82 | 170 | 175 | 175 |
| Number of Low or Zero Emission Vehicles in the total fleet ⁽¹⁾ | 250 | 260 | 303 | 305 | 320 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Compact and mid-size vehicle average fuel economy ⁽²⁾ | 26 miles per gallon | 28 miles per gallon | 28 miles per gallon | 28.5 miles per gallon | 30 miles per gallon |
| Total fleet average fuel economy (data development) ⁽³⁾ | --- | --- | --- | --- | --- |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| percent of customers rating services good or better: ⁽⁴⁾ | | | | | |
| - Motor pools / fleet vehicles | 99% | 100% | 99% | 90% | 90% |
| - Road Vehicles and equipment | --- | --- | 100% | 90% | 90% |

⁽¹⁾ The goal is to reach 100% by 2020 for compact and mid-size vehicles.

⁽²⁾ The goal is to reach 30 MPG by 2012 and 35 MPG by 2020.

⁽³⁾ This is a new measure and prior data is not available. The Program will be devising a methodology for collecting the data and will create appropriate targets once there are a few months of historical data upon which to base the targets.

⁽⁴⁾ Beginning FY 2008-09, customers of the motor pools and customers of the road maintenance shop will be given different surveys and results tallied separately.

Vehicle and Equipment Services (4760P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 24.0 | 25.0 | 25.0 | 25.0 | | 25.0 |
| Funded FTE | 24.0 | 25.0 | 25.0 | 25.0 | | 25.0 |
| Total Requirements | 13,542,336 | 15,691,453 | 12,168,015 | 11,984,136 | (183,879) | 12,331,012 |
| Total Sources | 14,231,734 | 13,396,017 | 12,168,015 | 11,984,136 | (183,879) | 12,331,012 |

Discretionary Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from other departments receiving services from this unit.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); adjustment to interest earned based on current Fund Balance; increase to vehicle use reimbursements based on current service levels; decrease in fuel costs based on actual expenditures and the elimination of one-time equipment and vehicle purchases based on the fleet annual replacement plan; and increase in reserves for future vehicle and equipment replacements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (183,879) | (3,205,340) | 436,962 | 2,584,499 | 0 | 0 |

2. Annual Replacement of Assigned and Pool Vehicles

The Vehicle and Equipment Services Program is responsible for the annual replacement of assigned and pool vehicles. This appropriation represents the purchase of 29 assigned vehicles, seven internal lease vehicles, ten alternate fuel or hybrid vehicles and two pool vehicles. These vehicles are being replaced as they have met their useful life and it is more cost efficient to replace these vehicles at this time. Additionally, many vehicles are being replaced with alternate fuel or hybrid vehicles, lowering emissions and reducing the miles per gallon costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0 | 1,655,500 | 0 | (1,655,500) | 0 | 0 |

3. Annual Replacement of Road Equipment

The Vehicle and Equipment Services Program is responsible for the replacement of Road Fund owned equipment. This appropriation represents the purchase of one new chip seal truck and two replacement one-ton dump trucks. The chip seal truck will provide a more efficient and cost-saving method for chip sealing roads. The two one-ton dump trucks have met their useful life and it is more cost efficient to replace these trucks at this time.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 375,000 | (375,000) | 0 | 0 | 0 |

4. Replacement of Canopy at Belmont Motor Pool

The Belmont Motor Pool facility's canopy is old and rusty and in need of replacement. The new canopy will run across the front of the shop and will, in inclement weather, provide safer and better protection for both employees and customers.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 95,000 | 0 | (95,000) | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (183,879) | (1,079,840) | 61,962 | 833,999 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; removal of one-time equipment purchase; reduction in Fund Balance based on anticipated reserves remaining at the end of FY 2009-10; reduction in reimbursement (Intrafund Transfers) from the Road Fund due to the removal of road equipment purchase; increase in reserves for future vehicle and equipment replacements.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (332,174) | (1,969,974) | 316,936 | 1,320,864 | 0 | 0 |

6. Annual Replacement of Assigned and Pool Vehicles

The Vehicle and Equipment Services Program is responsible for the annual replacement of assigned and pool vehicles. This appropriation represents the purchase of 35 assigned vehicles, 4 internal lease vehicles, 24 alternate fuel or hybrid vehicles and 12 Sheriff's patrol cars. These vehicles are being replaced as they have met their useful life and it is more cost efficient to replace these vehicles at this time. Additionally, many vehicles are being replaced with alternate fuel or hybrid vehicles, lowering emissions and reducing the miles per gallon costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 499,427 | 2,158,000 | 0 | (1,661,650) | (3,077) | 0 |

7. Annual Replacement of Road Equipment

The Vehicle and Equipment Services Program is responsible for the replacement of Road Fund owned equipment. This appropriation represents the purchase of three one-ton crew dump trucks, one compressor, one wood chipper, one highway mower, and one diesel particulate filter exhaust cleaner. All of these items are being acquired to meet new air quality requirements and because most of the equipment has exceeded its useful life. The new equipment will help to meet the Board's goals of keeping the roads in the unincorporated areas in good repair and ensuring that County equipment is environmentally friendly and fuel-efficient.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 375,000 | (375,000) | 0 | 0 | 0 |

8. Replacement of Equipment and Improvements at the Belmont and Redwood City Motor Pool Facilities

The Belmont Motor Pool facility is scheduled to have its bay doors replaced with new electric doors. The current doors are in poor repair and replacement is more cost effective than continuing to make repairs. The Belmont Motor Pool is also scheduled to replace equipment that is no longer properly functioning. This includes a compressor, tire replacement machine, and wheel balancer. A tree that is diseased and creating a hazard is also scheduled for removal. The Redwood City Motor Pool Facility will replace four vehicles with hybrid models, and replace a wheel balancer. The improvements and equipment replacements at these two facilities will provide for more efficient maintenance of the County's fleet of vehicles.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 179,623 | 182,700 | 0 | 0 | 3,077 | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 346,876 | 745,726 | (58,064) | (340,786) | 0 | 0 |

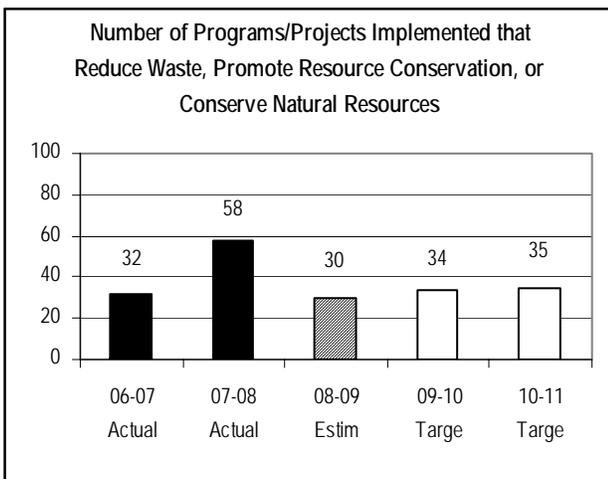
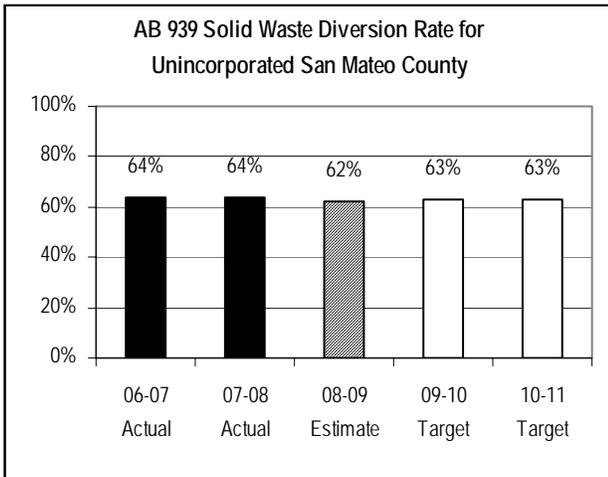
Waste Management (4820P)

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 advance environmental sustainability by working with residents, businesses and institutions throughout San Mateo County to implement environmental stewardship and resource conservation programs and policies.

Services and Accomplishments

The Waste Management Program primarily contributes to the Shared Vision of an Environmentally Conscious Community by 2025 by operating a comprehensive website where individuals, companies, and other agencies can learn about services to help protect our natural resources, reduce waste and help to reduce climate change. This is done by sponsoring various waste reduction and resource conservation activities in communities around the County, by regularly providing programs to schools so that the youth will learn how they can participate in activities to save the planet, and by working with County departments, cities, and other agencies on joint efforts to promote environmental stewardship.

The following are major accomplishments in the current year:

- Collaborated with the San Francisco International Airport Engineering and Design staff to provide outreach and education to over 100 businesses located at the airport to reduce waste, and increase recycling
- Expanded recycling opportunities for apartment owners in North Fair Oaks
- Certified 28 new Master Composters, who spoke to at least 11,000 people at 68 different events throughout the County
- Gave presentations on recycling and resource conservation to over 4700 students in the County
- Certified 30 businesses through the Green Business Program, five of which were located in Unincorporated San Mateo County
- Completed the "San Mateo County Energy Strategy, which includes goal, actions, and resources for reducing energy and water usage countywide
- Received a \$75,000 grant from the Bay Area Air Quality Management District to support climate action efforts countywide in collaboration with City / County Association of Governments of San Mateo County
- Launched two new lecture / educational series: "Sustainable Gardens" and "A Taste and A Talk" to promote sustainable gardening and green building
- Negotiated and secured Board of Supervisors approval for a new hauler / agreement for the Pescadero Transfer Station to include additional recycling opportunities for residents and businesses located in South Coastal San Mateo County

Story Behind Performance

Under AB 939, the Integrated Waste Management Act, jurisdictions must divert at least 50% of the waste going to landfills. This is the focus of the programs operated by Waste Management. The programs undertaken by this budget unit are designed to reduce the amount of waste going to landfills through programs that emphasize reducing the reliance on materials that become waste, reusing materials instead of disposing of them, and recycling materials that can be re-engineered into other products. Waste Management is funded from the Solid Waste Fund. The main source of the Fund is generated through a surcharge on the total tonnage of solid waste disposed at the Ox Mountain Landfill. The County has had significant success in its efforts to reduce waste. This success has also resulted in declines in the revenue stream for the Solid Waste Fund. The County achieved a diversion rate of 64% in 2007. The rates are published by the California Integrated Waste Management Board bi-annually. 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 Section has a strong countywide outreach program that consists of a website, hotline, and publications; a schools program; a backyard composting program; a County facilities program; a green building program; a Green Business program; and an 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 complement recycling programs operated by the cities in the County. Together they work to increase the diversion goals for Unincorporated San Mateo County as well as aiding the cities to comply with the requirements of the Global Warming Solution Act (AB 32). The Program continues to identify and collaborate on projects that engage the public in resource conservation issues. Projects conducted in 2008 included collaborating with the Health Department and Parks and Recreation on special events throughout the County with a focus on climate change. A "Green your Home" vendor fair was hosted that showcased what a homeowner can do to build green. The Program co-hosted a statewide California Resource Recovery Association conference that showcased Recycleworks programs as well as those in other counties throughout the state. Over 700 professionals attended the conference from cities, counties and businesses throughout the state. A Green Business recognition event was held for businesses that have been certified to inspire these businesses to continue to be Green leaders in our County. 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. In 2009 the Program implemented a food waste-composting program at six county facilities.

The program receives California Department of Conservation grant funds to implement a rural recycling program in La Honda, and provide recycling containers in county parks, unincorporated schools, and county facilities. The Recycleworks provides small grants to non-profit organizations, schools, and government agencies to increase resource conservation. Some of the projects that have been funded this past grant cycle were: seeds and small

tools for school gardens, environmental fieldtrips, recycling posters, and recycling containers.

Major challenges over the next two years will be:

- To continue to seek additional sources of revenue to offset the Solid Waste Fund structural deficit
- To integrate the South Bayside unincorporated pockets of the County into the new South Bay Waste Management Authority franchise agreement
- To expand waste diversion efforts at facilities, businesses, and unincorporated areas of San Mateo County

Program Objectives

The Waste Management Program will meet performance targets by doing the following:

Maintain and Surpass the AB 939 Target of 50% Diversion

- Collaborate with other County departments to provide technical assistance to address their unique waste streams, to continue to implement waste reduction and recycling programs by FY 2009-10 and ongoing
- Continue to partner with the Facilities Division, C/CAG, Sustainable Silicon Valley and other agencies to reduce CO₂ emissions in the County by FY 2009-10 and ongoing
- Coordinate and provide recycling, waste reduction, composting, green business, and green building technical assistance and outreach to unincorporated area businesses, residents, underserved populations and schools by FY 2009-10 and ongoing
- Expand services to agencies and facilities that are not within the Program's direct jurisdiction, but can have a impact on the County's diversion rate, in order to encourage the development of waste diversion, reuse, and source reduction practices by FY 2009-10 and ongoing
- Provide training and outreach to enable others to teach or advocate resource conservation FY 2009-10 and ongoing
- Expand collaborative opportunities to increase awareness of waste reduction, producer responsibility, reuse, recycling, composting, green building, green business, resource conservation and sustainability by FY 2009-10 and ongoing

Maintain the Number of Programs / Projects Implemented in FY 2009-10 that Reduce Waste, Promote Resource Conservation, or Conserve Natural Resources

- Evaluate existing programs / projects to determine their effectiveness and community participation and delete those whose relevance / interest is declining
- Seek input from the community and stakeholders on new programs and services that would accomplish the Mission of the Program

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Programs / projects implemented in the unincorporated areas that reduce waste, promote resource conservation, or conserve resources ⁽¹⁾ | 32 | 58 | 30 | 34 | 35 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of RecycleWorks hotline customers served well | 100% | 100% | 95% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| AB 939 solid waste diversion rate for unincorporated San Mateo County | 64% | 64% | 62% | 63% | 63% |

⁽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, etc.

Waste Management (4820P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 8.0 | 8.0 | 9.0 | 9.0 | | 9.0 |
| Funded FTE | 7.8 | 7.8 | 8.3 | 8.8 | 0.5 | 8.8 |
| Total Requirements | 14,581,304 | 12,290,478 | 12,564,341 | 9,038,463 | (3,525,878) | 6,064,775 |
| Total Sources | 14,581,305 | 12,290,478 | 12,564,341 | 9,038,463 | (3,525,878) | 6,064,775 |

Discretionary Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenues from the Solid Waste Fund.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); decreases in disposal fees at Ox Mountain landfill; elimination of a one-time loan payment to the Solid Waste fund; reductions in expenditures related to lower than expected costs for the Half Moon Bay landfill grading project

and transfer of garbage collection and recycling costs to County rent charges; and a reduction in Fund Balance and Reserves to fund current programs as revenue does not support current operations.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (3,525,878) | (1,182,615) | 0 | (2,343,263) | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; elimination of one-time Fund Balance; elimination of one-time projects; reductions in contracts; reduction of reserves to meet anticipated ongoing costs; and reduction in revenue due to the reduction of waste going into the landfill facility at Ox Mountain.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (2,973,688) | (1,873,001) | 0 | (1,100,687) | 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

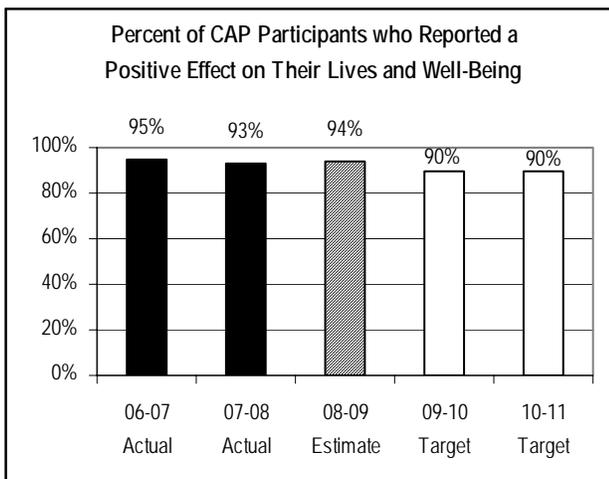
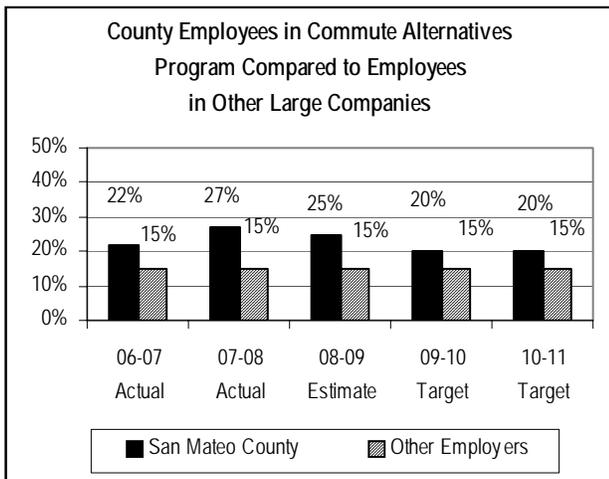
Program Outcome Statement

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 90% of the Commute Alternatives Program (CAP) participants based on survey responses
- Increased the number of participants in the CAP by 10% over last year
- Maintained a constant cost per participant in the CAP from FY 2006-07 to FY 2008-09
- Implemented an incentive program for cities to do government baseline for computing Greenhouse gas emissions (as part of the Department's staffing roll for the City / County Association of Governments)
- Started implementation of an Incident Management Alternative Route Plan to facilitate the movement of traffic during times when serious accidents or other occurrences cause a route to be obstructed for an extended period of time (as part of the Department's staffing roll for the City / County Association of Governments)
- Implemented an interactive website where CAP participants can register, order and pay for transit tickets, and request various subsidies online
- Implemented an automated system so that CAP participants will receive a reminder e-mail when the deadline for ordering transit tickets and program subsidies is approaching
- Implemented a link to the Regional Rideshare Program on the CAP website, which allows county employees ability to be matched up with a carpool / vanpool partner in the Bay Area, or with another county employee

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 its FY 2008-09 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. Testing has begun on an expansion of the site to enable clients to purchase and pay for their transit tickets and no longer submit monthly checks. This new payment option should be fully operational by the fourth quarter of FY 2008-09.

The Transportation Services Program also provides staff support to the City / County Association of Governments (C/CAG). Six 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 transportation projects in the Unincorporated Areas
- To continue the development of promotion efforts to encourage the use of alternative commuting methods to save money, reduce stress, improve the environment and the health of commuters
- To expand access to CAP through the Internet by further enhancing the web-based system. Some of the new enhancements being considered include additional links to other commute programs available for County workers
- To utilize lobbying in Sacramento to secure transportation funding and ensure that San Mateo County local jurisdictions receive appropriate shares of funding

- To monitor the newly implemented ramp metering on US-101 from the Santa Clara County border to CA Highway 92, the northern stretch of US-101 and I-280 north of I-380, to manage or reduce traffic congestion
- To complete implementation of a new incident management system to provide alternate traffic routes and signage, during times when traffic on the freeways is stopped or significantly slowed due to an accident or other incident
- 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 2010

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 2010
- 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 by 2010

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Average monthly number of County employees served in the Commute Alternatives Program: | 1,157 | 1,558 | 1,565 | 1,120 | 1,120 |
| - Vanpool | 15 | 16 | 15 | 15 | 15 |
| - Transit tickets | 864 | 1,155 | 1,200 | 850 | 850 |
| - Carpool | 237 | 330 | 300 | 230 | 230 |
| - Bike / walk | 41 | 57 | 50 | 25 | 25 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Commute Alternatives Program cost per participant per quarter | \$219 | \$196 | \$230 | \$240 | \$260 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of new Commute Alternatives Program participants | 134 | 158 | 90 | 100 | 100 |
| Percent of survey respondents (participants) who reported that the Commute Alternatives Program had a positive effect on their lives and well-being | 95% | 93% | 94% | 90% | 90% |
| Percent participation of County employees in Commute Alternatives Program as compared to percent employee participation in large companies: | | | | | |
| - San Mateo County (SMC) | 22% | 27% | 25% | 20% | 20% |
| - Other large employers in SMC | 15% | 15% | 15% | 15% | 15% |

Transportation Services (4830P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 6.0 | 8.0 | 8.0 | 8.0 | | 8.0 |
| Funded FTE | 6.0 | 6.7 | 8.0 | 8.0 | | 8.0 |
| Total Requirements | 2,957,175 | 2,263,748 | 2,586,772 | 2,715,072 | 128,300 | 2,794,699 |
| Total Sources | 2,957,174 | 2,263,748 | 2,586,772 | 2,715,072 | 128,300 | 2,794,699 |

Discretionary Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenues from the Half-Cent Transportation Fund and other miscellaneous revenues.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increases in contracts; and an increase in reimbursement from the City / County Association of Governments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 128,300 | 128,300 | 0 | 0 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; elimination of one-time Fund Balance; increased revenue from the City / County Association of Governments to pay for staffing provided by Public Works; and additional revenue from the sales tax due to an increase in the percent share of the tax that is provided to local jurisdictions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 79,627 | 79,627 | 0 | 0 | 0 | 0 |

Utilities (4840B)

Program Locator

County

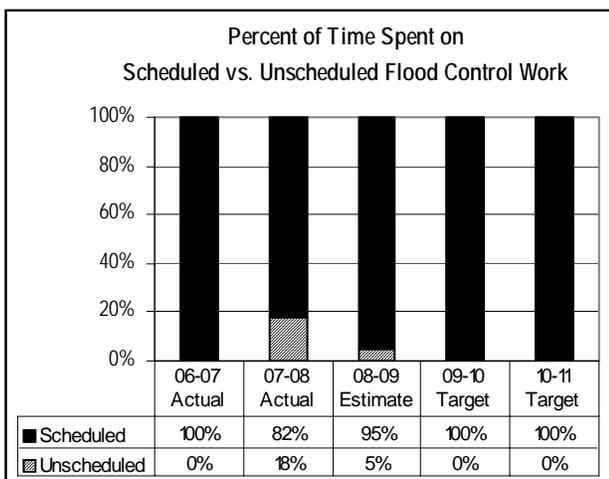
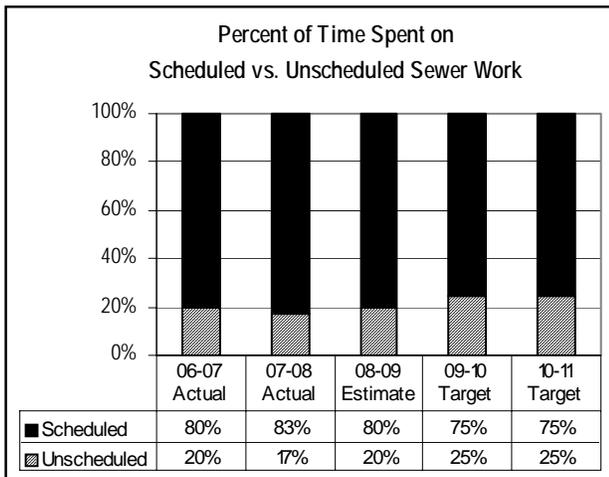
- Environmentally Conscious Community
- Department of Public Works
 - Administrative Services
 - Engineering Services
 - Facilities Services
 - Road Construction and Operations
 - Construction Services
 - Vehicle and Equipment Services
 - Waste Management
 - Transportation Services



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 is in daily contact with the Construction Services Program, which provides 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 on a daily basis because the areas served by the districts vary widely. Some of the 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 compliance with permits; coordinating with the Planning Department and other agencies on permitting issues; determining the impacts of new environmental regulations; coordinating with other departments to comply with the County's National Pollution Discharge Elimination System (NPDES) permit; working to procure grant funding for watershed protection projects; and developing road maintenance standards that are environmentally sensitive. The County is unique 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:

- Created and filled a staff position and realigned staff duties based on an evaluation conducted last year of the Program's functions both current and projected into the future. The new structure will better meet the anticipated workload, technical needs, customer service, and regulatory requirements.

- Developed, recommended, and presented sewer service rates for two districts through a public process to our customers and the Board of Supervisors. Nine of the ten districts will now have rates that are anticipated to adequately finance the district's obligations and expenses.
- Continued to participate in monthly meetings with property owner representatives from the Burlingame Hills Sewer Maintenance District and Crystal Springs County Sanitation District to work collaboratively to determine future sewer service rates for the districts that will be acceptable to our customers and sufficient to fund anticipated future costs.
- Completed two sewer repair projects that were necessary due to damage incurred by landslides, and replaced various problematic sections of sewer mains.
- Worked collaboratively with other agencies on the design and subsequent approval of a habitat enhancement and recovery plan in the San Bruno Flood Control Zone, which includes provisions for channel 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 San Mateo County Flood Control District became a member of the Bay Area Flood Protection Agencies Association (BAFPAA) during FY 2007-08. BAFPAA was formed to provide a forum for flood control agencies to work together on regional flood control issues, share technology and information, and seek regional funding.

The maintenance responsibilities of the Colma Creek Flood Control Zone continue to increase as channel construction, which provides 50-year flood protection, is completed and the infrastructure ages. Contractors for the District performed unscheduled channel repair work 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 Zone's participation includes attending SFCJPA meetings and actively participating by providing input and review of creek issues. The Zone has continued to allocate money to be used as matching funds for an Army Corps of Engineers sponsored project, which remains in the Feasibility Phase.

The San Bruno Creek Flood Control Zone continues to maintain 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 to develop and obtain approval during the FY 2008-09 of a habitat enhancement plan for the San Francisco International Airport's property west of Baysshore. 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 Channel 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 90% for FY 2008-09 due to equipment failure. The districts continue the use of an automated maintenance management system to schedule and track streetlight repairs, and have continued to build and improve the streetlight database. Lighting continues to receive and respond to property owner requests for additional streetlights in compliance with district policies and governing codes.

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 have 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 work included a comprehensive informational outreach program involving brochures, letters, website information, and public meetings in an effort to inform our customers of the need to increase rates and the importance of appropriate sewer system maintenance and sewage treatment. This 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 particular fiscal years. The requirements of Proposition 218 and the small size of most of our districts have increased the complexity of raising rates for sewer service. 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. Our 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, and educate customers regarding the appropriate use of sewer systems to work toward reducing the number of sanitary sewer overflows. These activities are necessary in order to comply with State requirements and the Clean Water Act to reduce pollutants in the environment. The

districts are required to electronically report all sanitary sewer overflows, regardless of size, to the State Water Resources Control Board. These monitoring and reporting duties require considerable field and office staff time. The districts have continued to utilize information from the data management systems to manage and evaluate the sewer systems through appropriate and timely preventative maintenance activities and scheduling of system repairs. Through the use of these tools and strategies, more time will be spent on scheduled preventative maintenance work and necessary repairs, in an effort to reduce the number of sewer system overflows. Customer service targets continue to be met with greater than 90% of customers rating services good or better.

Water—Minor system upgrades in CSA 7 (La Honda) that 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; however, permit requirements and regulatory agency review times continue to increase. This has significantly lengthened the time required to obtain permits for Department projects. Many of the permits obtained are for Road Fund projects. Watershed Protection continues to aid all divisions of the Department in meeting the associated regulatory requirements. The Program regularly completes the monitoring and follow-up work for two closed County landfills and is assisting with development 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.

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 our 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), and other necessary costs
- To increase the education and awareness of our 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 Sanitary 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 habitat enhancement plan and the limited funding available
- 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

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 habitat enhancement 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 in accordance with established maintenance plan to promote continued success of the enhancement project - ongoing

Program Objectives

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

Spend 75% of Time on Scheduled Sewer Work

- Complete implementation and revise, as needed, the Sanitary System Management Plan for the sewer districts in conformance with the schedule provided by the State by 2009 and 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 by 2009 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,

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of streetlights maintained ⁽¹⁾ | 2,921 | 2,128 | 2,158 | 2,158 | 2,158 |
| Number of properties served by County sewer districts | 11,407 | 11,426 | 11,429 | 11,429 | 11,429 |
| Miles of flood control channel maintained | 8 | 8 | 8 | 8 | 8 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of streetlights repaired within ten working days | 95% | 95% | 90% | 95% | 95% |
| Percent of time spent on scheduled vs. unscheduled work: | | | | | |
| - Scheduled sewer work | 80% | 83% | 80% | 75% | 75% |
| - Unscheduled sewer work | 20% | 17% | 20% | 25% | 25% |
| - Scheduled flood control work | 100% | 82% | 95% | 100% | 100% |
| - Unscheduled flood control work ⁽²⁾ | 0% | 18% | 5% | 0% | 0% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of reportable sewer overflows: | | | | | |
| - 1,000 gallons or more | 0 | 5 | 0 | 5 | 5 |
| - Between 100 and 999 gallons | 5 | 20 | 20 | 20 | 19 |
| - Between 1 and 99 gallons ⁽³⁾ | --- | --- | --- | 20 | 19 |
| Number and percent of customers rating services good or better for Sewer services | 46 / 100% | 36 / 100% | 40 / 100% | 35 / 100% | 35 / 100% |

⁽¹⁾ The decrease in streetlights maintained is because responsibility for the Ravenswood Highway Lighting District was transferred to the City of East Palo Alto.

⁽²⁾ Unscheduled flood control work is defined as either: a) work that requires a permit must be done immediately because lives or property are in eminent danger; or b) an unanticipated situation that does not require a permit but does require significant funding reallocations in order to do the work needed. There was one unanticipated situation related to Colma Creek in FY 2007-08.

⁽³⁾ This is added in FY 2009-10.

Utilities (4840B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 15.0 | 16.0 | 16.0 | 16.0 | | 16.0 |
| Funded FTE | 15.0 | 16.0 | 15.9 | 16.0 | 0.1 | 16.0 |
| Total Requirements | 42,903,893 | 50,085,184 | 53,054,461 | 51,572,502 | (1,481,959) | 42,360,436 |
| Total Sources | 43,441,617 | 50,205,885 | 53,175,167 | 51,693,208 | (1,481,959) | 42,481,142 |
| Net County Cost | (537,724) | (120,701) | (120,706) | (120,706) | | (120,706) |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | (120,706) | (120,706) | | (120,706) |

Discretionary Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost as operations are fully funded by charges to users. The program has a negative Net County Cost of \$120,706 as a result of excess Cable Television franchise agreement revenues, which offset Net County Cost in other Department programs.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increases in interest earned based on projected fund balances, sewer service charge reimbursements, reimbursements and costs for Flood Control projects, sewage treatment and disposal costs and reserves based on current funding / project levels that are being held for future years' projects. These increases are offset by decreases in fund balances being used for current projects, removal of one-time San Francisquito Creek Flood Zone 2 project costs and the removal of various sewer repair project costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (1,481,959) | (5,170,120) | (320,712) | 4,008,873 | 0 | 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 | 3,000,000 | 0 | (3,000,000) | 0 | 0 |

3. Sewer Improvement Projects

Existing sewer lines need 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 (emergency response) so more time can be spent on scheduled maintenance. Projects include Fair Oaks Sewer Replacement and Spot Repair, Fair Oaks Sewer Replacement Capital Improvement Project, Devonshire County Sanitation District Capital Improvement Project, and Emerald Lake Heights Sewer Capital Improvement Project.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0 | 1,940,000 | 0 | (1,940,000) | 0 | 0 |

4. 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 |

5. 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 progress of the study continues to be dependent on Federal Appropriations. It appears that there may be money allocated for the Federal Fiscal Year 2009-10 to continue the study. The study will help identify potential solutions to reduce flooding experienced within the SFC watershed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| 0 | 1,155,014 | 0 | (1,155,014) | 0 | 0 |

6. 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 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 temporarily reduce the necessary street light repairs after the project is completed.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 225,000 | 0 | (225,000) | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (1,481,959) | 2,649,894 | (320,712) | (3,811,141) | 0 | 0 |

 FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 increases; increases in retirement and retiree health contributions; Fund Balance adjustments to reflect contingencies carried forward from FY 2009-10; and removal of one-time capital improvement projects for sewers and flood control.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (9,212,066) | (8,657,511) | 0 | (554,555) | 0 | 0 |

Airports (4850P)

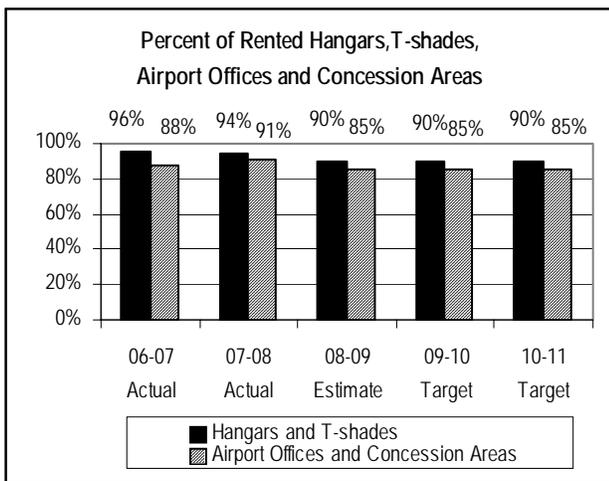
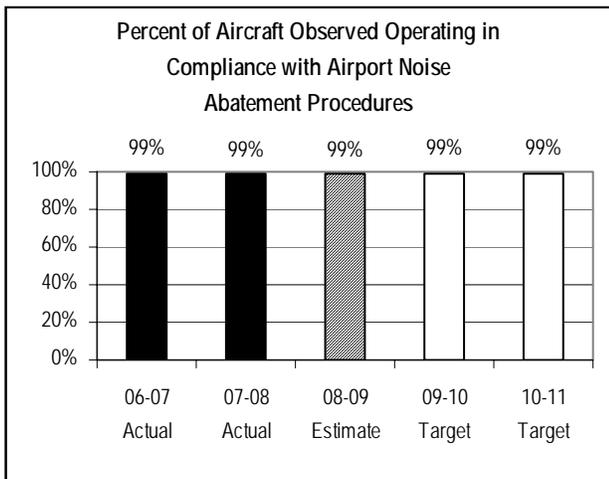
Program Locator

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 construction of 44 new aircraft storage hangars and 29 new T-shade spaces at the San Carlos Airport to address the high demand for these facilities
- Received over \$1,500,000 in airport improvement grant funds from the FAA and California Department of Transportation (DOT) for the design and construction of safety and infrastructure improvements at the San Carlos and Half Moon Bay Airports
- Submitted applications and qualified for four additional FAA and California DOT airport improvement grants totaling more than \$1,600,000 for the preparation of environmental documents, and the study, design and construction of future safety, security and maintenance projects at both the San Carlos and Half Moon Bay Airports
- Implemented the County's new policies and procedures for the leasing and management of aircraft storage hangars, T-shades, tiedowns and waiting lists for current and future tenants, which were developed with input and feedback from airport pilot groups and users
- Completed the update of 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
- Implemented the new hangar and T-shade waiting lists for both San Carlos and Half Moon Bay Airports
- Enhanced the safety of flight operations at the San Carlos Airport with the completion of an automated 24-hour weather reporting equipment
- Installed new updated noise abatement signs at the runway entrances at the San Carlos and Half Moon Bay Airports to ensure the highest level of pilot compliance with the Airports' noise abatement procedures

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 design and construction of taxiway, drainage and safety improvements at the San Carlos Airport with over \$1,500,000 in federal and state grants funds. Additionally, the FAA awarded the Program four new airport improvement grants totaling over \$1,600,000 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.

Construction was completed on the development of 44 new aircraft storage hangars and 29 new T-shade spaces at San Carlos Airport to address the demand for these facilities. Additionally, the Program implemented the revised aircraft storage policies and continues to audit aircraft storage hangar accounts to ensure compliance with the

Board of Supervisors hangar waiting list and aircraft airworthiness policies. These efforts and the completion of the new hangars and T-shades 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 2009-10 and ongoing
- Publish periodic noise abatement reminders in the airport newsletter mailed to all airport tenants by FY 2009-10 and ongoing
- Meet with neighborhood groups and individuals surrounding the Airports regarding aircraft noise impacts and the Airports' noise abatement efforts by FY 2009-10 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 2009-10 and ongoing
- Update the Airports' website with the latest noise abatement information and procedures by FY 2009-10
- 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 2009-10 and ongoing
- Distribute noise abatement posters and handouts to pilots and flight schools by FY 2009-10 and ongoing
- Train new employees on aircraft monitoring standards and the Airports' noise abatement program policies and procedures by FY 2009-10 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 2009-10 and ongoing
- Continue to implement the new hangar, tiedown, T-shade and waiting list policies to ensure the shortest possible wait for these structures by FY 2009-10 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 2009-10 and ongoing

- Continue to provide high quality customer service and facilities maintenance by FY 2009-10 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Total number of aircraft operations at San Carlos Airport | 144,966 | 147,115 | 118,000 | 110,000 | 105,000 |
| Total number of rental hangars, T-shades, offices and concession areas at San Carlos Airport (SQL) and Half Moon Bay Airport (HAF): | | | | | |
| - Hangars and T-shades ⁽¹⁾ | 140 | 140 | 204 | 210 | 210 |
| - Airport offices and concession areas | 60 | 61 | 57 | 58 | 58 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of hangars, T-shades, offices and concession areas rented at SQL and HAF: | | | | | |
| - Hangars and T-shades | 96% | 94% | 90% | 90% | 90% |
| - Airport offices and concession areas | 88% | 91% | 85% | 85% | 85% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of customer survey respondents rating services good or better | 38 / 100% | 31 / 97% | 30 / 90% | 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% |

⁽¹⁾ In FY 2008-09, 45 new hangars and 29 T-shade spaces were constructed and available for rent at San Carlos Airport.

Airports (4850P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 8.0 | 9.0 | 9.0 | 9.0 | | 9.0 |
| Funded FTE | 8.0 | 8.9 | 9.0 | 9.0 | | 9.0 |
| Total Requirements | 7,473,866 | 9,440,471 | 5,697,825 | 6,586,064 | 888,239 | 2,896,686 |
| Total Sources | 7,473,866 | 9,440,471 | 5,697,825 | 6,586,064 | 888,239 | 2,896,686 |

Discretionary Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by charges to users and state and federal revenue.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time state and federal revenue specific to completed projects; reduction in airport hanger and tied-own fees; increase to Fund Balance and Reserves as a result of revenue received from prior year projects and the elimination of one-time capital improvement projects.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,567,513) | (3,008,247) | (40,000) | 480,734 | 0 | 0 |

2. San Carlos and Half Moon Bay Airport Improvement Projects

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 Aviation Administration and State Department of Transportation Airport Improvement Program grant funds and are funded through hangar and tie-down fees. Restroom accessibility improvements and roof repairs will be done at the San Carlos Airport and the fuel tank will be replaced at the Half Moon Bay Airport. The proposed improvements will enhance accessibility and eliminate water leaks for tenants and users of the 795 Skyway Building at the San Carlos Airport and will replace the aging aircraft fuel delivery system at the Half Moon Bay Airport.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 315,000 | 315,000 | 0 | 0 | 0 | 0 |

3. FAA / 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 Aviation Administration (FAA) Airport Layout plans and in the five-year FAA Airport Capital Improvement Programs for both airports. The projects are as follows: San Carlos Airport – taxiways rehabilitation and drainage improvements, East Access Road rehabilitation, perimeter fencing and gating rehabilitation and a runway safety area study; Half Moon Bay Airport—access road construction and improvements to the apron, fencing and pavement. The study, design and construction of these projects will rehabilitate airport infrastructure, improve security and enhance safety for airport users.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,127,000 | 3,224,500 | 0 | (97,500) | 0 | 0 |

4. Classification Change - Airport Operations Supervisor to Program Service Manger I

In FY 2007-08, a Project Manager position was created. This position reports to the Airport Operations Supervisor. The Airport Operations Supervisor position is at a lower level than the Program Services Manager I—creating salary compaction between these two positions. Making this classification change will assure the proper level of supervision and staffing structure to maximize project development and customer service.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (105,201) | 0 | 0 | (105,201) | (1) |
| 13,752 | 118,953 | 0 | 0 | 105,201 | 1 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 888,239 | 545,005 | (40,000) | 383,234 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; elimination of one-time projects; reductions in contracts; reduction in Fund Balance; and use of Reserves to cover anticipated costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (3,689,378) | (3,480,095) | 0 | (209,283) | 0 | 0 |

Capital Projects (8500D)

Budget Unit Locator

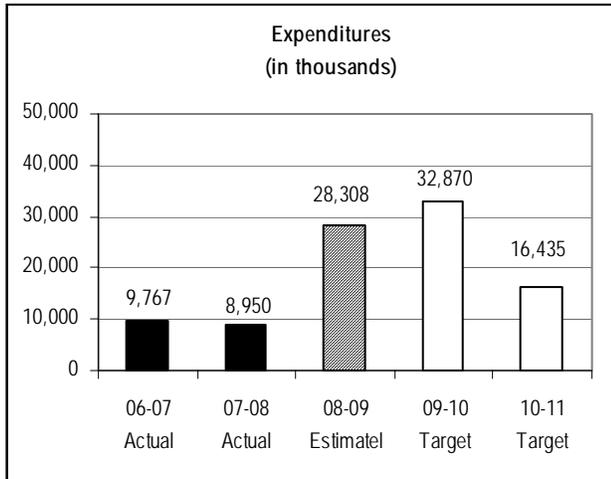
County

Environmentally Conscious Community
Department of Public Works

▷ Capital Projects Parks Department

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 2009-10 Funding Adjustments

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

1. Adjustments to Fund Re-appropriated Capital Projects

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 | (5,759,776) |
| Appropriations | (28,308,090) |
| Re-Appropriations | 22,548,314 |
| 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 the FY 2008-09 level. A list of new projects can be viewed in the following pages.

| | |
|---------------------|------------|
| Revenue/Sources | 10,321,434 |
| Appropriations | 10,321,434 |
| Re-Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|--------------|
| Revenue/Sources | 4,561,658 |
| Appropriations | (17,986,656) |
| Re-Appropriations | 22,548,314 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

3. Adjustments to Fund Re-appropriated Capital Projects

One-time projects and completed projects have been eliminated. Funds have been re-appropriated for estimated projects not to be completed in FY 2009-10.

| | |
|---------------------|--------------|
| Revenue/Sources | (16,434,875) |
| Appropriations | (32,869,748) |
| Re-Appropriations | 16,434,873 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

Capital Projects Summary FY 2009-10

| Project Description | Reapprop | New Approp | Total Approp |
|---|------------------|----------------|------------------|
| CRIMINAL JUSTICE PROJECTS | | | |
| Camp Glenwood Improvement Project | | 527,609 | 527,609 |
| Courts - Hall of Justice Kitchen Hood Fire Suppression | 5,844 | | 5,844 |
| Honor Camp-Kitchen Hood Fire Suppression | | | |
| La Honda Medium Security Facility Load Bank | | 45,000 | 45,000 |
| Law Library Replace Domestic Water Heater Room 201 | | | |
| Maguire Correctional Facility Additional Cameras and Equipment Upgrades | 58,921 | | 58,921 |
| Maguire Correctional Facility Expand 3W Control Workstation | 68,176 | | 68,176 |
| Maguire Correctional Facility Generator Add Circuits to E-Power | 35,827 | | 35,827 |
| Maguire Correctional Facility Replace Life Safety Air Tanks | 127,220 | 128,000 | 255,220 |
| Maguire Correctional Facility Sewage Separation | 713,316 | | 713,316 |
| South San Francisco Probation Ventilation and Cooling | | 50,000 | 50,000 |
| Women's Correctional Facility Kitchen hood fire suppression | 5,858 | | 5,858 |
| Youth Services Center Building 5 Kitchen Hood Fire Suppression | 5,844 | | 5,844 |
| Subtotal Criminal Justice - Facility Surcharge | 1,021,006 | 750,609 | 1,771,615 |
| | | | |
| Camp Glenwood Boys Ranch Replace Water Heater | 2,819 | | 2,819 |
| Camp Glenwood Kitchen Hood Fire Suppression | 5,839 | | 5,839 |
| Communications Dispatch Center Replace HVAC | 75,637 | | 75,637 |
| Countywide Radio Upgrade | 85,588 | | 85,588 |
| Coyote Point Replace Indoor 50-foot Firing Range | 50,000 | | 50,000 |
| Crime Laboratory Energy Efficiency Project | 24,321 | | 24,321 |
| Crime Laboratory Replace Air Compressor | 1,203 | | 1,203 |
| Day Top Drug Treatment Center Kitchen Hood Fire Suppression | 5,858 | | 5,858 |
| Day Top Drug Treatment Center Relocate Walk-in Refrigerator | 3,307 | | 3,307 |
| Day Top Drug Treatment Center Replace D-Pane Windows | 29,916 | | 29,916 |
| Half Moon Bay Airport Fenced Secured Staging Area | 77,153 | | 77,153 |
| Hall of Justice Fire Alarm Panel | 81,083 | | 81,083 |
| Hall of Justice Maguire Correctional Facility / HVAC Consultant | 44,752 | | 44,752 |
| Jail Architect Preliminary Work | 138,900 | | 138,900 |

| Project Description | Reapprop | New Approp | Total Approp |
|---|------------------|----------------|------------------|
| La Honda Medium Security Facility Sheriff's Expenses | 140,236 | | 140,236 |
| Maguire Correctional Facility Boiler Replacement | | 195,000 | 195,000 |
| Maguire Correctional Facility Co-generation Project | 97,195 | 100,000 | 197,195 |
| Maguire Correctional Facility Evaluate Building-wide Power Surge | 15,000 | | 15,000 |
| Maguire Correctional Facility Investigate Deposit Buildup in Pipes | 12,356 | | 12,356 |
| Maguire Correctional Facility Jail Security Doors | 38,795 | | 38,795 |
| Maguire Correctional Facility JMS Need Assessment New Info Systems | 25,172 | | 25,172 |
| Maguire Correctional Facility Replace Fire Alarm Panel | 297,946 | | 297,946 |
| Maguire Correctional Facility Replace Roof Elevator 4th Floor Mech Room | 91,259 | | 91,259 |
| Maguire Correctional Facility Replace Water Boiler and Storage Tanks | 152,863 | | 152,863 |
| Maguire Correctional Facility Replace Air Cooled Compressor | 18,893 | | 18,893 |
| Maguire Correctional Facility Upgrade / Replace Worn Floor Covering | 38,150 | 100,000 | 138,150 |
| Maguire Correctional Facility Kitchen Hood Fire Suppression Upgrade | 15,366 | | 15,366 |
| Medium Security Facility at La Honda Update Project | 48,091 | | 48,091 |
| New Women's Jail Request for Proposals for Master Architect | 11,696 | | 11,696 |
| North / Central Courts Seismic Update | 420,000 | | 420,000 |
| North Coast Substation Generator Installation | 61,238 | | 61,238 |
| Women's Correctional Facility Miscellaneous System Repairs | 48,823 | | 48,823 |
| Work Furlough Building Replace Roof Top HVAC | 24,517 | | 24,517 |
| Youth Services Center Building 16 Central Plant Sewer System Study | 15,027 | | 15,027 |
| Youth Services Center Central Plant Fire Sprinkler | | 19,000 | 19,000 |
| Youth Services Center Co-Generator Maintenance | 33,924 | 152,000 | 185,924 |
| Youth Services Center Security Control System | 61,305 | | 61,305 |
| Subtotal Criminal Justice - General Fund | 2,294,228 | 566,000 | 2,860,228 |
| | | | |
| North / Central Courts Seismic | 2,905,519 | | 2,905,519 |
| Subtotal Criminal Justice - Courthouse Construction Funds | 2,905,519 | | 2,905,519 |
| | | | |
| Maguire Correctional Facility Roof Replace / Waterproof | 62,083 | 141,000 | 203,083 |
| Subtotal Criminal Justice - Temporary Construction Fund | 62,083 | 141,000 | 203,083 |
| | | | |

| Project Description | Reapprop | New Approp | Total Approp |
|--|------------------|------------------|------------------|
| Kemp Girls Camp ADA Upgrades | 12,185 | | 12,185 |
| Receiving Home | 76,797 | | 76,797 |
| Youth Campus / Justice Center Plan | 66,185 | | 66,185 |
| Youth Services Center Berm Modifications | 108,126 | | 108,126 |
| Youth Services Center Girls Camp #1053 ADA Upgrades | 11,968 | | 11,968 |
| Youth Services Center Group Home | 386,938 | | 386,938 |
| Youth Services Center Hillcrest Deconstruction | 302,743 | | 302,743 |
| Subtotal Criminal Justice - Bonds | 964,942 | | 964,942 |
| | | | |
| Maguire Correctional Facility Co-generation Project | 4,139 | | 4,139 |
| Subtotal Criminal Justice - Public Utilities Commission | 4,139 | | 4,139 |
| | | | |
| TOTAL CRIMINAL JUSTICE PROJECTS | 7,251,917 | 1,457,609 | 8,709,526 |
| | | | |
| HEALTH SERVICES PROJECTS | | | |
| 39th Ave Campus Repair 50,000 Square Foot Parking Lot | 27,827 | | 27,827 |
| Burlingame Long Term Care Evaluate Installed HVAC System | 8,602 | | 8,602 |
| Burlingame Long Term Care Modernization | 22,825 | | 22,825 |
| Burlingame Long Term Care Window Repairs | 44,964 | 125,000 | 169,964 |
| Cordilleras Creek Restoration | | 10,000 | 10,000 |
| Cordilleras Fire Alarm Upgrade | 8,529 | | 8,529 |
| Cordilleras Replace Two 50-year Old Compressors | 26,205 | | 26,205 |
| Health System Building Steam / Heating Hot Water | 45,115 | | 45,115 |
| Health System Building HVAC Controls / Reheat Coils | 49,817 | | 49,817 |
| San Mateo Medical Center 54 Building Upgrade Sprinkler System | 145,565 | | 145,565 |
| San Mateo Medical Center Access Card Reader Engineer's Office | 5,000 | | 5,000 |
| San Mateo Medical Center Clinic Building Window Resealing | 484 | | 484 |
| San Mateo Medical Center Co-generation Project | 109,268 | | 109,268 |
| San Mateo Medical Center Infection Control HEPA Isolation Card | 5,153 | | 5,153 |
| San Mateo Medical Center Medical Air Systems Air Dryer Upgrade | 24,817 | | 24,817 |
| San Mateo Medical Center Medical Gas System Alarm Panel | 32,382 | | 32,382 |

| Project Description | Reapprop | New Approp | Total Approp |
|--|------------------|------------------|------------------|
| San Mateo Medical Center Morgue Renovation | 85,126 | 200,000 | 285,126 |
| San Mateo Medical Center Natural Gas Seismic Valve | 3,650 | | 3,650 |
| San Mateo Medical Center Reroofing Administration | 94,555 | | 94,555 |
| San Mateo Medical Center Sealing Fire Penetrations | 8,856 | | 8,856 |
| Subtotal Health Services- General Fund | 748,740 | 335,000 | 1,083,740 |
| | | | |
| Burlingame Long Term Care Facility Ongoing Building Improvements | | 100,000 | 100,000 |
| Burlingame Long Term Care Facility Smoking Shelter Installation | | 10,000 | 10,000 |
| Coastside Medical Family Center Remodel | | 254,650 | 254,650 |
| Health Services Emergency Generator | 26,383 | | 26,383 |
| Mike Nevin Center Remodel | 243,588 | 172,000 | 415,588 |
| San Mateo Medical Center 54 Building Fire Separation | 30,274 | | 30,274 |
| San Mateo Medical Center Cardboard Box Bailer | | 20,000 | 20,000 |
| San Mateo Medical Center E-CAM Replacement | 424,975 | | 424,975 |
| San Mateo Medical Center Emergency Room Triage Remodel | 197 | | 197 |
| San Mateo Medical Center Fair Oaks Clinic Remodel | 400,000 | | 400,000 |
| San Mateo Medical Center Nurse Station Window System | 26,218 | 289,000 | 315,218 |
| San Mateo Medical Center Nursing Station Carpet | | 8,000 | 8,000 |
| San Mateo Medical Center Primary Care Clinic Remodel | 23,859 | | 23,859 |
| San Mateo Medical Center Psychiatry Emergency Services Remodel | | 174,000 | 174,000 |
| San Mateo Medical Center Restraints Reduction | | 10,000 | 10,000 |
| San Mateo Medical Center Ron Robinson Senior Care Center | 1,373,738 | | 1,373,738 |
| San Mateo Medical Center Scope Washer Installation | | 80,000 | 80,000 |
| San Mateo Medical Center / Burlingame Long Term Care Cook Chill System | 129,115 | | 129,115 |
| San Mateo Medical Center Replace Loading Dock Doors | | 25,000 | 25,000 |
| Subtotal Health Services- Department Funded | 2,678,347 | 1,142,650 | 3,820,997 |
| | | | |
| Cordilleras Auditorium Flooring / Steam Traps Replacement | 64,833 | | 64,833 |
| Cordilleras Replace Dry Type Transformer | 45,000 | | 45,000 |
| San Mateo Medical Center CAD Schematics Drawings | 28,104 | | 28,104 |
| San Mateo Medical Center Cart Washer Exhaust Fan | 20,000 | | 20,000 |

| Project Description | Reapprop | New Approp | Total Approp |
|---|------------------|------------------|------------------|
| San Mateo Medical Center Fire Alarm Panel Upgrade | 10,303 | | 10,303 |
| San Mateo Medical Center Heating Hot Water Extension | 77,618 | | 77,618 |
| San Mateo Medical Center High Pressure Steam Boiler Replacement | 93,531 | | 93,531 |
| San Mateo Medical Center Nursing Wing Access to Roof Fan | | 26,000 | 26,000 |
| San Mateo Medical Center Replace Lobby Linoleum Flooring | 102,813 | | 102,813 |
| San Mateo Medical Center Yamas / Johnson Controls Integration | 27,660 | | 27,660 |
| Subtotal Health Services- Facility Surcharges | 469,862 | 26,000 | 495,862 |
| | | | |
| TOTAL HEALTH SERVICES PROJECTS | 3,896,949 | 1,503,650 | 5,400,599 |
| | | | |
| PARKS AND MARINA PROJECTS | | | |
| Barrier Removal Sequoia Flat Stream | 204,017 | | 204,017 |
| Coyote Point Bay Trail Construction | 1,815,560 | | 1,815,560 |
| Crystal Springs Trail South of Dam to Highway 35 Construction | 554,120 | | 554,120 |
| Edgewood Park Interpretive Center | 49,113 | 777,278 | 826,391 |
| Fitzgerald Marine Reserve Parking Lot | 250,000 | 200,000 | 450,000 |
| Fitzgerald Marine Reserve Outdoor Exhibit | | 850,000 | 850,000 |
| Memorial Park Sequoia Flat Crossing | 119,734 | | 119,734 |
| Mirada Surf Coastal Trail | 469,820 | | 469,820 |
| San Bruno Mountain Sewer Line Installation | 182,971 | | 182,971 |
| San Vicente Bridge and Coastal Trail Work | 112,500 | | 112,500 |
| Seal Cove Stairway | | 300,000 | 300,000 |
| Wash Down Racks | 161,667 | | 161,667 |
| Wunderlich Park Folger Stable Parking Lot | 320,000 | | 320,000 |
| Subtotal Parks and Marina - Parks Acquisition Fund | 4,239,502 | 2,127,278 | 6,366,780 |
| | | | |
| ADA Compliance Marina Restroom | 70,000 | | 70,000 |
| Dock 29 Plans and Specifications | 214,000 | | 214,000 |
| Subtotal Parks and Marina Projects - State | 284,000 | | 284,000 |
| | | | |
| TOTAL PARKS AND MARINA PROJECTS | 4,523,502 | 2,127,278 | 6,650,780 |

| Project Description | Reapprop | New Approp | Total Approp |
|---|------------------|----------------|------------------|
| FIRE PROTECTION PROJECTS | | | |
| CDF Stations Miscellaneous Projects | 5,712 | | 5,712 |
| Skylonda CDF Temporary Barracks | 35,000 | | 35,000 |
| Subtotal Fire Protection Projects - General Fund | 40,712 | | 40,712 |
| | | | |
| TOTAL FIRE PROTECTION PROJECTS | 40,712 | | 40,712 |
| | | | |
| OTHER COUNTY PROJECTS | | | |
| ADA County Office Building One Floors 2 and 5 Restrooms | 30,000 | | 30,000 |
| ADA County Office Building Two 555 County Center Redwood City | 5,868 | | 5,868 |
| ADA Daly City Youth Center Daly City | 1,099 | | 1,099 |
| ADA Planning Other Projects | 26,652 | | 26,652 |
| ADA Sheriff's Substation Moss Beach | 24,971 | | 24,971 |
| Alameda Streetscape Replace Trees / Bollard | | 72,000 | 72,000 |
| Belmont Paint Shop Insulate Ceiling | 2,416 | | 2,416 |
| Central Library Sewer Line Replacement | 75,969 | | 75,969 |
| Child Care Center Fire Alarm Panel | 6,636 | | 6,636 |
| Countywide Facility Master Plan | 457,013 | 150,000 | 607,013 |
| East Palo Alto Building Window Security Film | 1,238 | | 1,238 |
| New Women's Jail | 48,119 | | 48,119 |
| Old Courthouse Replace / Repair Windows | 24,158 | | 24,158 |
| San Mateo Medical Center Lighting Retrofit Project | 316,172 | | 316,172 |
| Subtotal Other County Projects - Facility Surcharge | 1,020,311 | 222,000 | 1,242,311 |
| | | | |
| ADA Compliance Consultant | 4,000 | | 4,000 |
| ADA County Office Building One Floors 3 and 4 Restrooms | 250,000 | | 250,000 |
| ADA Requirements Countywide | | 250,000 | 250,000 |
| ADA Health System Building A Belmont | 30,103 | | 30,103 |
| ADA Sheriff's Office Fair Oaks | 12,795 | | 12,795 |
| ADA Update Parks Transition Plan | 24,970 | | 24,970 |

| Project Description | Reapprop | New Approp | Total Approp |
|---|----------|------------|--------------|
| Agricultural Back Office Replace Carpet | 5,120 | | 5,120 |
| Burlingame Long Term Care Clean Building Dust System | 122,149 | | 122,149 |
| Burlingame Long Term Care Replace Dry Wall | 7,037 | | 7,037 |
| Burlingame Long Term Care Replace Plumbing System | 185,338 | | 185,338 |
| Capital Project Development | 1,076 | 100,000 | 101,076 |
| CDF Belmont Replace Carpet | 22,765 | | 22,765 |
| Central Library Sewer Line Replacement | 9,723 | | 9,723 |
| Child Care Roofing Replacement | | 16,200 | 16,200 |
| Children's Home San Mateo Paint Exterior / Interior | 11,750 | | 11,750 |
| Cordilleras Kitchen Hood Fire Suppression | 8,500 | | 8,500 |
| Cordilleras Remove Asbestos Duct | 307,491 | | 307,491 |
| Cordilleras Replace Circuit Devices | 30,956 | | 30,956 |
| Cordilleras Replace Dry Type Transformer | 46,538 | | 46,538 |
| Cordilleras Replace Hot Water Boiler | 600,165 | | 600,165 |
| Cordilleras Replace Plumbing System | 186,734 | | 186,734 |
| Cordilleras Replace Sash Window | 23,673 | | 23,673 |
| County Government Center No Smoking Signs | 3,983 | | 3,983 |
| County Government Center Parking Structure Fire Pump / Generator | 37,178 | | 37,178 |
| County Government Center Parking Structure Install Solar Panels | 9,147 | | 9,147 |
| County Government Center Parking Structure Lighting Retrofits | 40,000 | | 40,000 |
| County Government Center Parking Structure Seal Roadway Cracks | 50,000 | | 50,000 |
| County Office Building One Elevator One and Two | 327,707 | | 327,707 |
| County Office Building One Elevator Machine Room Upgrades | 104,217 | | 104,217 |
| County Office Building One Partial Roof Replacement | 11,817 | | 11,817 |
| County Office Building One Remodel of Room 101 | | 300,000 | 300,000 |
| County Office Building One Replace Penthouse Re-Circulation Pump | 8,000 | | 8,000 |
| County Office Building One Paint Interior Door / Walls | 22,931 | | 22,931 |
| County Office Building One Replace Circulation Pump / Exhaust Fan | 12,110 | | 12,110 |
| County Office Building One Replace Multi Zone AHU's | 166,114 | | 166,114 |
| County Office Building One Upgrade HVAC Control System | 885,135 | | 885,135 |
| County Office Building Two Provide 200 AMP Breaker in Quad | 15,000 | | 15,000 |

| Project Description | Reapprop | New Approp | Total Approp |
|--|----------|------------|--------------|
| County Office Building Two Re-seal Windows and Wall Panels | 44,144 | | 44,144 |
| Countywide Energy Projects | 164,833 | | 164,833 |
| Day Top Drug Treatment Center Paint Exterior and Interiors Walls | 28,646 | | 28,646 |
| Day Top Drug Treatment Center Clean Duct System | 8,159 | | 8,159 |
| East Palo Alto Building Clean and Balance HVAC | 72,419 | | 72,419 |
| East Palo Alto Building Replace Window Gaskets | 9,637 | | 9,637 |
| Elections Building Replace Built-Up Roofing | 228,657 | | 228,657 |
| Elections Building Seal Asphalt Pavement | 11,462 | | 11,462 |
| Elections Registration Building Repair Roof | 62,621 | | 62,621 |
| Emergent Special Jobs | 99,593 | 250,000 | 349,593 |
| FCIS Deferred Maintenance | 257,573 | 3,944,697 | 4,202,270 |
| Hall of Justice Insulate Rear of Boilers in Penthouse | 12,000 | | 12,000 |
| Lathrop House Paint Wood Siding | 23,881 | | 23,881 |
| Law Library Paint Wall and Replace Carpet | 34,448 | | 34,448 |
| Maguire Correctional Facility Lighting Retrofit | 91,732 | | 91,732 |
| Maguire Correctional Facility Repair Leak on Diesel Tank | 17,650 | | 17,650 |
| Maguire Correctional Facility Replace 2 Back-Flow Preventers | 15,000 | | 15,000 |
| Motor Pool Replace Built-Up Roofing | 18,028 | | 18,028 |
| New Jail Project Management Department of Public Works | | 150,000 | 150,000 |
| Old Courthouse Replace Roof of Main Building | 125,857 | | 125,857 |
| Parking Lot Paint Steel Grating | 170,143 | | 170,143 |
| Pescadero Creek Park Trestle Bridge Replacement | 12,500 | | 12,500 |
| Probation Department 1024 Mission Termite | 7,820 | | 7,820 |
| Quad Renovations Concrete and Planters | 209,817 | | 209,817 |
| Radio Shop Paint Metal Wall Panel | 2,354 | | 2,354 |
| Replace Built-Up Roofing | 28,996 | | 28,996 |
| San Mateo Medical Center Clean and Repair Radiators | 12,500 | | 12,500 |
| San Mateo Medical Center Fire Alarm Network Node | 24,647 | | 24,647 |
| San Carlos Airport Levees Environmental Review | 178,151 | | 178,151 |
| TR/CSS-Paint Exterior Wood | 4,148 | | 4,148 |
| Veteran's Affairs Men's Toilet Renovation | 2,000 | | 2,000 |

| Project Description | Reapprop | New Approp | Total Approp |
|---|-------------------|-------------------|-------------------|
| Work Furlough Replace Floor Tiles | 35,219 | | 35,219 |
| Subtotal Other County Projects - General Fund | 5,598,857 | 5,010,897 | 10,609,755 |
| | | | |
| Information Services Department Data Center Upgrade | 216,068 | | 216,068 |
| Subtotal Other County Projects - Department Funded | 216,068 | | 216,068 |
| | | | |
| TOTAL OTHER COUNTY PROJECTS | 6,835,236 | 5,232,897 | 12,068,133 |
| | | | |
| TOTAL ALL PROJECTS ALL FUNDS | 22,548,316 | 10,321,432 | 32,869,748 |

Preliminary Five-Year Capital Improvement Plan - FY 2010-FY 2014

| Project Description | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | Total |
|--|----------|----------|----------|----------|----------|-----------|
| NEW APPROPRIATIONS | | | | | | |
| CRIMINAL JUSTICE PROJECTS | | | | | | |
| Camp Glenwood Improvement Project | 527,609 | 984,075 | 582,478 | 764,335 | 405,730 | 3,264,227 |
| Hall of Justice Duct Cleaning and Inspection | | 10,000 | | | | 10,000 |
| Hall of Justice Expansion Tanks | | | 35,000 | | | 35,000 |
| Hall of Justice Perimeter Heat Valves Study | | | 55,000 | | | 55,000 |
| Hall of Justice Radio Shop HVAC Upgrade | | 16,806 | 15,756 | 98,212 | | 130,774 |
| Hall of Justice Restroom Exhaust Fan Units | | | 45,000 | | | 45,000 |
| Maguire Correctional Facility Air Intake Extension | | | 255,000 | | | 255,000 |
| Maguire Correctional Facility Boiler Replacement | 195,000 | | | | | 195,000 |
| MCF CCTV Digital Matrix System Upgrade | | | | 61,000 | | 61,000 |
| MCF Chillers Replacement | | 750,000 | | | | 750,000 |
| MCF Co-generation Project | 100,000 | | | | | 100,000 |
| MCF Control Station Modification 3rd floor | | 90,000 | | | | 90,000 |
| MCF Life Safety Air Tanks Replacement | 128,000 | | | | | 128,000 |
| MCF Meal Delivery System | | | 55,000 | | | 55,000 |
| MCF Paint Interior Walls and Ceilings | | | 68,000 | | | 68,000 |
| MCF Replace Flooring | 100,000 | | | | | 100,000 |
| MCF 4 West Reconfigure Interlock System | | | 10,100 | | | 10,100 |
| MCF Showers Replacement and Repair | | 77,000 | | | | 77,000 |
| MCF Water Faucets and Flush Valves | | 250,000 | | | | 250,000 |
| Medium Security Facility Electric Load Bank | 45,000 | | | | | 45,000 |
| Northern Court Legends Parking Lot Repaint | | | | 6,224 | | 6,224 |
| Probation Department HVAC Feasibility Study | | | | 75,000 | | 75,000 |
| SSF Probation Security Control, CCTV and Light | | | | 46,000 | | 46,000 |
| SSF Probation Ventilation and Cooling | 50,000 | | | | | 50,000 |
| WCF Redundant and Back-up Heating Boiler | | | | | 50,000 | 50,000 |
| WCF Replace Ceiling Tiles | | | 20,000 | | | 20,000 |
| Work Furlough Conduit Replacement | | | 20,000 | | | 20,000 |
| Work Furlough HVAC Replacement | | | 125,000 | | | 125,000 |

| Project Description | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | Total |
|---|------------------|------------------|------------------|------------------|----------------|------------------|
| Youth Services Center Co-generation Load Study | | 50,000 | | | | 50,000 |
| Youth Services Center Co-generation Support | 152,000 | | | | | 152,000 |
| YSC Probation Admin. and Courts Lighting Study | | | 38,500 | | | 38,500 |
| Youth Services Center Central Plan Fire Sprinkler | 19,000 | | | | | 19,000 |
| Subtotal Criminal Justice Projects | 1,316,609 | 2,227,881 | 1,343,834 | 1,050,771 | 455,730 | 6,375,825 |
| HEALTH SYSTEM PROJECTS | | | | | | |
| Burlingame Long Term Care Hallway Painting | | | | | 50,000 | 50,000 |
| Burlingame LTC Closets / Cabinet Replacement | | | 25,000 | | | 25,000 |
| Burlingame LTC Roof Railing | | | | 92,000 | | 92,000 |
| Burlingame LTC Window Repairs | 125,000 | | | | | 125,000 |
| Canyon Oaks Emergency Generator Installation | | 150,000 | | | | 150,000 |
| Cordilleras Creek Restoration | 10,000 | | | | | 10,000 |
| Health System Main Entrance Doors | | 20,000 | | | | 20,000 |
| SMMC Replace Lobby Linoleum Flooring | | 55,000 | | | | 55,000 |
| SMMC Morgue Renovation | 200,000 | | | | | 200,000 |
| SMMC Nursing Wing Access Roof Isolation Fan | 26,000 | | | | | 26,000 |
| SMMC Radiology Replace Main Entrance Doors | | | 10,000 | | | 10,000 |
| SMMC Steam Boiler Replacement | | | | 540,000 | | 540,000 |
| SMMC Window Reseal | | 155,000 | | | | 155,000 |
| Subtotal Health System Projects | 361,000 | 380,000 | 35,000 | 632,000 | 50,000 | 1,458,000 |
| HEALTH SYSTEM FUNDED PROJECTS | | | | | | |
| Burlingame LTC Ongoing Building Improvements | 100,000 | | | | | 100,000 |
| Burlingame LTC Smoking Shelter Installation | 10,000 | | | | | 10,000 |
| Coastside Medical Family Center Remodel | 254,650 | 1,095,000 | | | | 1,349,650 |
| Mike Nevin Clinic Remodel | 172,000 | | | | | 172,000 |
| North County Health Center Painting | | | 70,000 | 390,000 | | 460,000 |
| SMMC Card Bailer Installation | 20,000 | | | | | 20,000 |
| SMMC Emergency Department Renovation | | 426,000 | | | | 426,000 |
| SMMC Loading Dock Doors | 25,000 | | | | | 25,000 |

| Project Description | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | Total |
|---|------------------|------------------|----------------|------------------|---------------|------------------|
| SMMC Nursing Station Window System | 289,000 | | | | | 289,000 |
| SMMC Psychiatry Unit Entrance Waiting Room | 174,000 | | | | | 174,000 |
| SMMC Psychiatry Unit Restraint Project | 10,000 | | | | | 10,000 |
| SMMC Replace 3AB Nursing Station Carpet | 8,000 | | | | | 8,000 |
| SMMC Scope Washer Installation | 80,000 | | | | | 80,000 |
| Subtotal Health System Funded Projects | 1,142,650 | 1,521,000 | 70,000 | 390,000 | | 3,123,650 |
| | | | | | | |
| Subtotal Health System Projects | 1,503,650 | 1,901,000 | 105,000 | 1,022,000 | 50,000 | 4,581,650 |
| | | | | | | |
| OTHER COUNTY PROJECTS | | | | | | |
| ADA Requirements Countywide | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Alameda de Las Pulgas Streetscape Replacement | 72,000 | | | | | 72,000 |
| Capital Project Development Staff Time | 100,000 | | | | | 100,000 |
| Child Care Roofing Replacement | 16,200 | | | | | 16,200 |
| County Office Building 1 Ceiling Tile Replacement | | | 36,000 | | | 36,000 |
| COB 1 Circulation Pump Replacement | | 8,000 | | | | 8,000 |
| COB1 Data Center Control System Upgrade | | | 525,000 | | | 525,000 |
| COB1 Data Center Floor Replacement | | | 127,000 | | | 127,000 |
| COB1 Data Center Halon System Replacement | | | 170,000 | | | 170,000 |
| COB1 Remodel Room 101 | 300,000 | | | | | 300,000 |
| COB1 Replace Freight Elevator Doors | | | 7,500 | | | 7,500 |
| COB1 Replace Multizone AHU's | | 1,250,000 | 1,250,000 | | | 2,500,000 |
| COB 2 Concrete Slab Floor Replacement | | | 15,000 | | | 15,000 |
| Commercial Garage Lighting Replacement | | 32,000 | | | | 32,000 |
| Communications Dispatch Center HVAC | | | | 150,000 | | 150,000 |
| Countywide Emergent Special Projects | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Countywide Facilities Master Planning | 150,000 | | | | | 150,000 |
| Craft Shop Paint Exterior Wood Siding | | | 13,400 | | | 13,400 |
| EPA Government Center Generator Replacement | | | 220,000 | | | 220,000 |
| Elections Building HVAC System Expansion | | | 50,000 | 192,000 | | 242,000 |
| Elections Building Re-roof | | | 505,000 | | | 505,000 |

| Project Description | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | Total |
|--|------------------|------------------|------------------|------------------|------------------|-------------------|
| Elections Building Lobby Remodel | | | 46,000 | | | 46,000 |
| Elections Building Restroom and Break Room | | | 56,250 | 130,750 | | 187,000 |
| FCIS Deferred Maintenance | 3,944,697 | 4,026,660 | 2,893,539 | 2,733,819 | | 13,598,715 |
| Human Services Paint Exterior District Office | | | | 36,000 | | 36,000 |
| Lathrop House Drywall Replacement | | 30,000 | | | | 30,000 |
| New Jail Project Management DPW | 150,000 | | | | | 150,000 |
| Tower Road Complex Sewer Improvements | | | 34,000 | | | 34,000 |
| Tower Road Install O2 Can Crusher | | | 23,000 | | | 23,000 |
| Subtotal Other County Projects | 5,232,897 | 5,846,660 | 6,471,689 | 3,742,569 | 500,000 | 21,793,815 |
| | | | | | | |
| TOTAL NEW APPROPRIATIONS | 8,053,156 | 9,975,541 | 7,901,523 | 5,815,340 | 1,005,730 | 32,751,290 |
| | | | | | | |
| PARKS PROJECTS-PARK ACQUISITION FUND | | | | | | |
| Crocker Entrance Development | | | 184,500 | | | 184,500 |
| Edgewood Park Interpretative Center | 777,278 | | | | | 777,278 |
| Fitzgerald Education Center | | | 360,000 | 3,225,000 | | 3,585,000 |
| Fitzgerald Outdoor Interpretative Exhibit | 850,000 | | | | | 850,000 |
| Fitzgerald Parking Lot | 200,000 | | | | | 200,000 |
| San Bruno Mountain Friends Parking Lot | | | 175,000 | | | 175,000 |
| Sanchez Adobe Historical Site Upgrades | | | 300,000 | 4,400,000 | | 4,700,000 |
| Seal Cove Stairway Construction | 300,000 | | | | | 300,000 |
| Subtotal Parks Projects-Park Acquisition Fund | 2,127,278 | | 1,019,500 | 7,625,000 | | 10,771,778 |
| | | | | | | |
| MARINA PROJECTS-MARINA FUNDS | | | | | | |
| Accessibility to Courtesy Dock | | | | 60,000 | | 60,000 |
| ADA Compliance Marina Restroom | 70,000 | | | | | 70,000 |
| Anchor Park Repave Sidewalk Around the Park | | | | 37,000 | | 37,000 |
| Dock 24 and 25 Flotation Replacement | | 5,000 | 32,000 | | | 37,000 |
| Dock 29 Plans and Specifications | 214,000 | | | | | 214,000 |
| Kayak Shell Rowing Dock | | 50,000 | | | | 50,000 |
| Repave Roadway to Office and Launch Ramp | | | | 5,000 | 70,000 | 75,000 |

| Project Description | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Southwest Sidewalk Repair | | | | 25,000 | | 25,000 |
| Subtotal Marina Projects-Marina Funds | 284,000 | 55,000 | 32,000 | 127,000 | 70,000 | 568,000 |
| | | | | | | |
| AIRPORT PROJECTS | | | | | | |
| Half Moon Bay Airport Enterprise Improvements | 95,000 | 55,000 | 10,000 | | | 160,000 |
| Half Moon Bay Airport FAA / State AIP 3-06-0097 | 1,096,000 | 590,000 | 185,000 | 20,000 | | 1,891,000 |
| San Carlos Airport Enterprise Improvements | 205,000 | 90,000 | 45,000 | | | 340,000 |
| San Carlos Airport FAA / State AIP 3-06-0210 | 756,000 | 300,000 | 165,000 | 15,000 | | 1,236,000 |
| Subtotal Airport Projects-Airport Funds | 2,152,000 | 1,035,000 | 405,000 | 35,000 | | 3,627,000 |
| | | | | | | |
| UTILITIES/FLOOD CONTROL/WATERSHED PROTECTION PROJECTS | | | | | | |
| Colma Creek Flood Control Zone | 3,000,000 | 2,000,000 | | | | 5,000,000 |
| Colma Highway Lighting district | 225,000 | | | | | 225,000 |
| Devonshire County Sanitation District | 130,000 | 285,000 | | | | 415,000 |
| Emerald Lake Heights Sewer Maintenance District | 100,000 | | | | | 100,000 |
| Fair Oaks SMD Sewer Line Replacement | 1,375,000 | | | | | 1,375,000 |
| Fair Oaks SMD Line Replacement | 335,000 | | | | | 335,000 |
| Fair Oaks SMD Sewer Line Replacement | | | 1,725,000 | | | 1,725,000 |
| Subtotal Utilities / Flood Control / Watershed Protection Projects-Utilities Funds | 5,165,000 | 2,285,000 | 1,725,000 | | | 9,175,000 |
| | | | | | | |
| ROAD IMPROVEMENT PROJECTS | | | | | | |
| Crystal Springs Dam Bridge Replacement Project | | 2,049,801 | 274,557 | 100,000 | 13,245,451 | 15,669,809 |
| Escondido Road Improvement in La Honda | 150,000 | | | | | 150,000 |
| Midcoast Drainage Improvement Project | 350,000 | | | | | 350,000 |
| North Fair Oaks Sidewalk Improvement Program | 100,000 | | | | | 100,000 |
| Various Road Resurfacing and Reconstructions | 2,237,478 | 3,300,000 | 3,054,000 | 3,498,377 | 3,652,062 | 15,741,917 |
| Subtotal Road Imp. Projects-Road Fund | 2,837,478 | 5,349,801 | 3,328,557 | 3,598,377 | 16,987,513 | 32,011,726 |
| | | | | | | |
| TOTAL ALL COUNTY PROJECTS - ALL FUNDS | 20,618,912 | 18,700,342 | 14,411,580 | 17,200,717 | 17,973,243 | 88,904,794 |

Facility Abbreviations:

Burlingame LTC - Burlingame Long Term Care

FCIS - Facility Condition Information System

HAF - Half Moon Bay Airport

HOJ - Hall of Justice

MCF - Maguire Correctional Facility

SQL - San Carlos Airport

YSC - Youth Service Center

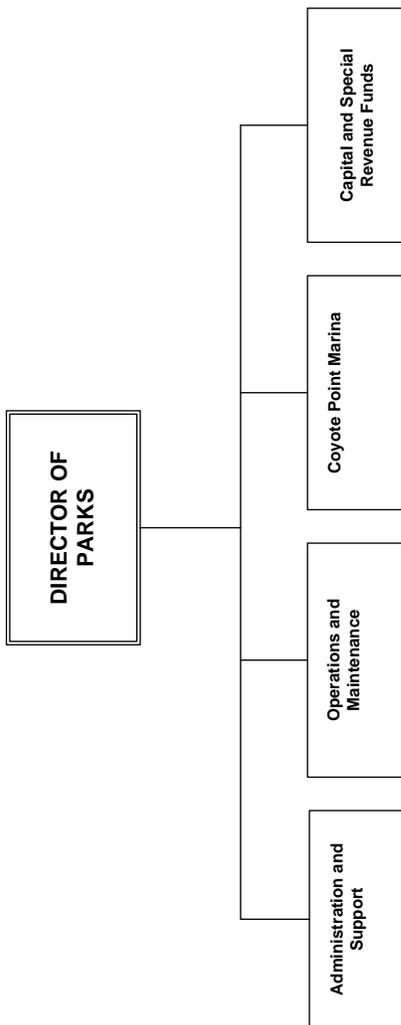
WCF - Women's Correctional Facility

Capital Projects (8500B)
Capital Project Funds

FY 2009-10 and 2010-11 Budget Unit Summary

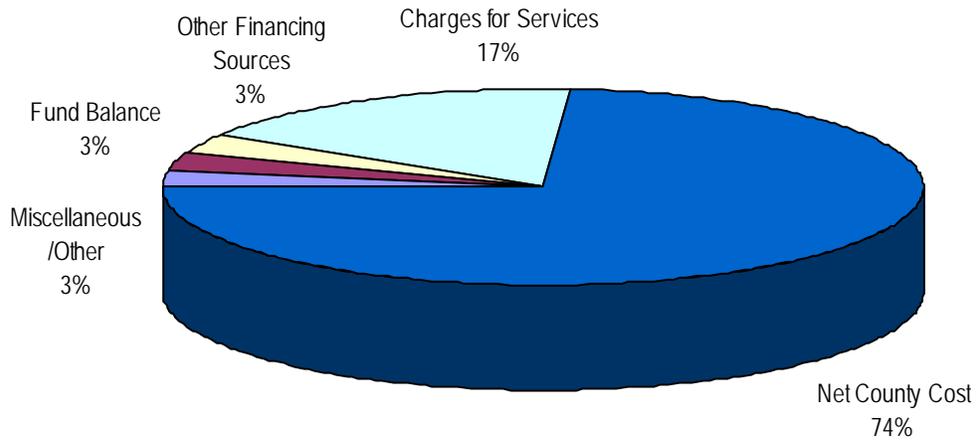
| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 89,537 | 83,786 | | | | |
| Intergovernmental Revenues | 25,000 | 44,727 | | | | |
| Charges for Services | 170 | 1,040 | 1,079,029 | 2,048,024 | 968,995 | 1,754,895 |
| Miscellaneous Revenue | 217,433 | 25,379 | 28,256 | 4,139 | (24,117) | 2,069 |
| Other Financing Sources | 9,630,298 | 8,434,282 | 25,254,125 | 29,355,821 | 4,101,696 | 14,677,909 |
| Total Revenue | 9,962,437 | 8,589,214 | 26,361,410 | 31,407,984 | 5,046,574 | 16,434,873 |
| Fund Balance | 2,112,101 | 2,307,642 | 1,946,680 | 1,461,764 | (484,916) | |
| TOTAL SOURCES | 12,074,538 | 10,896,856 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |
| REQUIREMENTS | | | | | | |
| Other Charges | 2,000,000 | | | | | |
| Fixed Assets | 7,766,896 | 8,950,177 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |
| Net Appropriations | 9,766,896 | 8,950,177 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |
| Contingencies/Dept Reserves | 2,307,642 | 1,946,680 | | | | |
| TOTAL REQUIREMENTS | 12,074,538 | 10,896,857 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |

PARKS DEPARTMENT

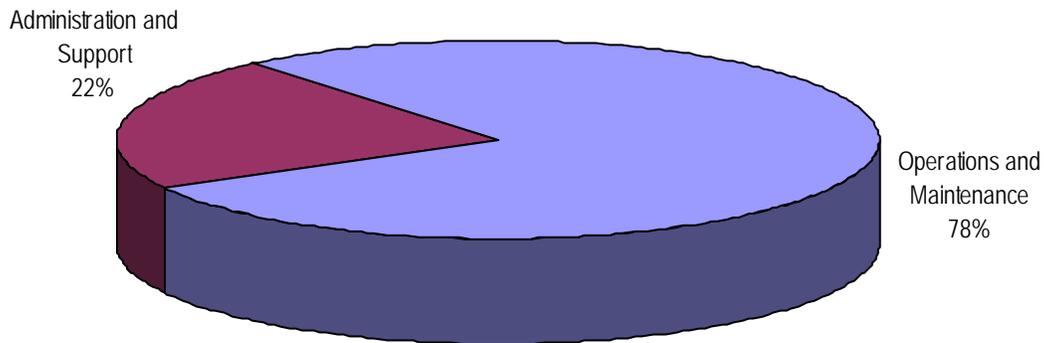


Parks Department

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



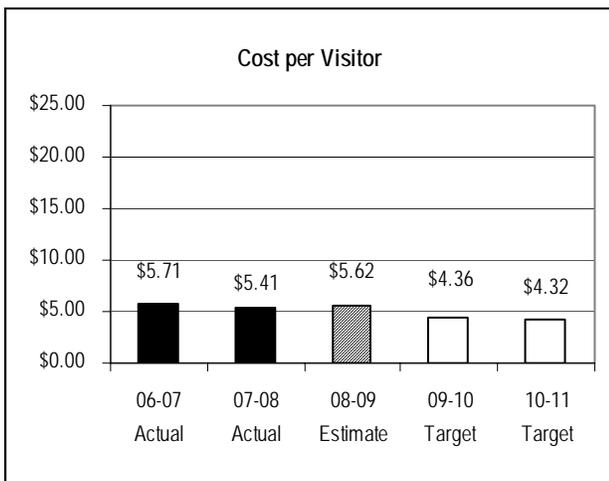
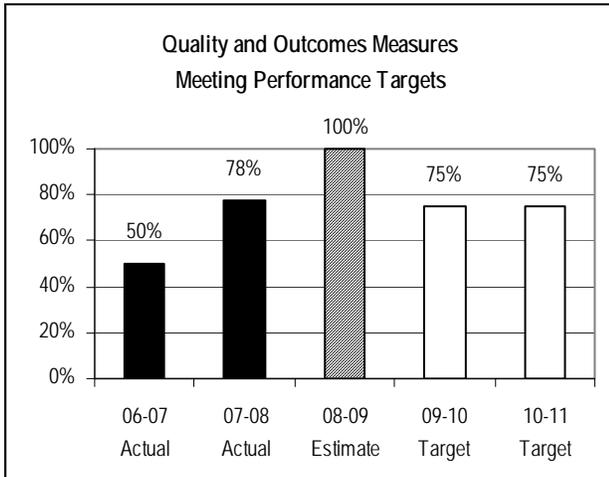
Department Locator

County

- Environmentally Conscious Community
- Department of Public Works
- Capital Projects

▷ Parks Department

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 2000–2008)

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

- **Master planning efforts**
The Parks Department's master planning efforts for parks and facilities ensure protection of natural and cultural resources while considering community transportation and infrastructure needs. The Department completed the draft master plans for Huddart / Wunderlich Park and Coyote Point Recreation Area and completed the Midcoast Recreation Plan.
- **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 encourages the community to become involved in public service and volunteerism by providing volunteer opportunities for environmental projects, school community service hours, and visitor services. The Department increased community service hour opportunities for high school students in the areas of habitat restoration and facility maintenance.
- **Environmental Events**
The Department held community environmental events including Earth Day and Coastal Cleanup Day at various County parks.
- **Fitzgerald Marine Reserve Docent Program**
The Department provides informational and educational opportunities on the history, cultural resources, and natural resources of the County through docent tours, interpretative displays and signs, printed materials, and online information. The Department successfully completed the third year of the Fitzgerald Marine Reserve docent lead educational tour program.
- **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**

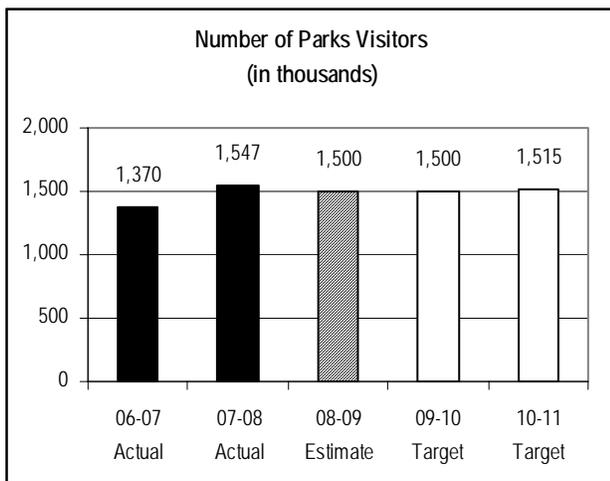
The Parks Department partnered with schools and volunteer groups to provide service learning and environmental education opportunities for elementary, middle, and high school groups.

• **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.

• **A Multi-Agency Effort**

The Parks Department sponsors and participates in multi-agency efforts that result in regional and cost effective approaches including regional trails, preservation of critical open space, resource protection programs and standards, and regional planning efforts.



Major Accomplishments in FY 2008-09

ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Completed 30 accessibility improvements for better access to park facilities
- Completed 13 major programs and capital projects budgeted at \$2,246,214

COLLABORATIVE COMMUNITY

- Upgraded the San Mateo County Arts website with partner Peninsula Arts Council

Major Issues to be Addressed

- **Staff Development**—Succession planning, mentoring, and skills building training are needed in response to significant staff turnover especially in management and supervisory levels.
- **Funding Sources for Operations and Maintenance**—Identifying and securing adequate funding for parks operation and maintenance needs continues to be a challenge after failure of Measure A sales tax initiative.
- **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 area of San Mateo County has no neighborhood parks
- Midcoast has no city type recreational facilities such as ball fields and a recreation center
- Midcoast area has no recreation programs such as classes, adult learning opportunities, and local organized recreation activities

Goal:

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

Objectives:

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

Major Milestones:

- Conduct special and focus group meetings
- Conduct public meetings with the community to assess community needs and priorities

- Develop comprehensive recreational master plan including implementation plan, funding mechanism(s), and governing body structure
- Conduct an Environmental Impact Review
- Implement the plan under the adopted funding and governance mechanisms
- Action Plan has been approved by the Board of Supervisors

Partners:

- Department of Public Works
- Midcoast Community Council
- Midcoast Parklands
- Midcoast Parks and Recreation Committee

FY 2009-10 Budget Impact:

No additional funding is provided for this initiative in the FY 2009-10 Parks budget. The preparation of the master plan, environmental review, and implementation strategy is being undertaken within the existing budget as resources can be identified. Sources of needed additional funding are to be determined.

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:

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

Major Milestones:

- Establish the Blue Ribbon Trails Advisory Committee
- Conduct committee meetings
- Conduct public meetings
- Develop updated, comprehensive trails master plan including implementation plan and funding mechanisms
- Each of the major North / South trail projects are in various stages of development and implementation. Funding for each of the trail projects is currently being sought.

Partners:

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

FY 2009-10 Budget Impact:

One-time funding in the amount of \$75,000 to initiate the Master Plan was included in the FY 2008-09 budget. These funds have been carried forward in the FY 2009-10 budget for the completion of the project.

3. Volunteer Program

Alignment to Shared Vision:

- Environmentally Conscious Community

Major Issues to be Addressed:

- Static volunteer program with few revisions or improvements in past 10 years
- Dated recruitment, recognition and management processes

Goals:

- Build upon successful program practices and create new volunteer activities that support Department goals
- Enhance volunteer / staff relation
- Cultivate community partnerships

Objectives:

- Increase number of volunteer program participants
- Increase awareness of volunteer program
- Develop tools that support volunteers / staff in their roles

Major milestones:

- Program policies and procedures revised and implemented
- New volunteer program activities created
- Volunteer recognition program established

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 2009-10 Budget Impact:

Estimated cost is \$4,000 as one-time funding for implementation of volunteer database management program. 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.

Goals:

- 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
- Renovation and Opening of Crystal Springs Trail Springs South of Dam Segment
- Beach Promenade Repair: Planning Phase—Coyote Point Park
- Restroom ADA upgrade and Sewer Repair—San Bruno Mountain
- Dock 29 Replacement—Coyote Point Marina
- Launch Ramp Restroom Upgrade and ADA Improvements—Coyote Point Marina

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

FY 2009-10 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.

Other Significant Objectives by Program

The Parks Department includes the following programs:

- Administrative and Support Services
- Operations and Maintenance

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

Administrative and Support Services Division

- Secure alternative funding through grants and donations to leverage Parks funds at a ratio of 4:1 or greater for replacement and repair of deteriorated infrastructure
- Continue master planning efforts for various parks and facilities to meet public need and environmental requirements
- Manage and complete capital projects and programs
- Enhance Volunteer Program by fostering development of new friends groups

Operations and Maintenance Division

- Continue Americans with Disabilities Act modifications and improvements
- Continue fuel load reduction efforts reduce fire danger
- Continue Vegetation Management Plan including removal of invasive species and best forest management practices
- Develop updated Park Maintenance Plans for each park

Parks Department (3900B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 6,888 | 4,849 | 6,000 | 7,000 | 1,000 | 8,000 |
| Use of Money and Property | 79,790 | 79,016 | 99,700 | 158,594 | 58,894 | 179,594 |
| Intergovernmental Revenues | | 58,113 | | 21,000 | 21,000 | |
| Charges for Services | 1,265,584 | 1,243,443 | 1,380,085 | 1,532,000 | 151,915 | 1,579,241 |
| Interfund Revenue | 307,440 | 378,366 | | | | |
| Miscellaneous Revenue | 61,631 | 132,336 | 20,000 | 70,000 | 50,000 | 100,000 |
| Other Financing Sources | | | 335,178 | 274,348 | (60,830) | 289,348 |
| Total Revenue | 1,721,334 | 1,896,123 | 1,840,963 | 2,062,942 | 221,979 | 2,156,183 |
| Fund Balance | 283,128 | 296,097 | 260,149 | 253,599 | (6,550) | 298,599 |
| TOTAL SOURCES | 2,004,462 | 2,192,220 | 2,101,112 | 2,316,541 | 215,429 | 2,454,782 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,034,122 | 6,386,207 | 6,602,597 | 6,653,653 | 51,056 | 7,011,354 |
| Services and Supplies | 947,497 | 999,134 | 1,036,282 | 998,934 | (37,348) | 998,934 |
| Other Charges | 941,440 | 1,033,902 | 1,045,667 | 1,139,728 | 94,061 | 1,139,728 |
| Fixed Assets | | 120,752 | | | | |
| Gross Appropriations | 7,923,059 | 8,539,996 | 8,684,546 | 8,792,315 | 107,769 | 9,150,016 |
| Intrafund Transfers | (55,000) | (173,354) | (221,407) | (127,323) | 94,084 | (127,323) |
| Net Appropriations | 7,868,059 | 8,366,641 | 8,463,139 | 8,664,992 | 201,853 | 9,022,693 |
| Contingencies/Dept Reserves | 144,706 | 143,337 | 177,811 | 194,880 | 17,069 | 194,880 |
| TOTAL REQUIREMENTS | 8,012,765 | 8,509,978 | 8,640,950 | 8,859,872 | 218,922 | 9,217,573 |
| NET COUNTY COST | 6,008,303 | 6,317,758 | 6,539,838 | 6,543,331 | 3,493 | 6,762,791 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 56.0 | 56.0 | 57.0 | 54.0 | (3.0) | 54.0 |
| Funded FTE | 55.9 | 56.0 | 57.0 | 53.8 | (3.2) | 53.8 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources increased by \$215,429 or 10.3% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is an increase of \$1,000 in this funding source due to increased parking citation revenue.

Use of Money and Property

There is a net increase of \$58,894 in this funding source due to rent increases from two mobile phone cell towers, which more than offset the decreases resulting from the elimination of the Wunderlich Park concession during the remodeling of the Wunderlich Horse Stable.

Intergovernmental Revenues

There is an increase of \$21,000 in this funding source due to grant funding to eradicate Italian Hand Thistle at Edgewood Park.

Charges for Services

There is a net increase of \$151,915 in this funding source due to projected revenue increases for camping permits and reservation fees. These increases more than offset decreases in park entry fees and other park and recreation fees.

Miscellaneous Revenue

There is an increase of \$50,000 in this funding source due to projected revenue increases for Worker's Compensation Insurance Refunds and SDI payments, which have not been budgeted previously, but are received annually.

Other Financing Sources

There is a net decrease of \$60,830 in this funding source due to decreases in reimbursements from Non-General Fund Parks budget units such as the Fish and Game Propagation Fund, Off Highway Vehicle Fund, and the Coyote Point Marina. These reimbursements partially offset staff time and operating costs.

Fund Balance

There is a decrease of \$6,550 in this funding source due to less than anticipated savings by the end of FY 2008-09.

TOTAL REQUIREMENTS

Total Requirements increased by \$218,922 or 2.5% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$51,056 in this expenditure category due to the inclusion of merit increases; annualized negotiated labor increases; and increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). These increases are mostly offset by the elimination of three vacant Park Ranger II positions.

Services and Supplies

There is a net decrease of \$37,348 in this expenditure category due to the reduction of operating costs including contracts.

Other Charges

There is an increase of \$94,061 in this expenditure category primarily due to various increases in service charges from other County departments.

Intrafund Transfers

There is a net decrease of \$94,084 in this funding source due to the elimination of three reimbursements for Parks Marketing, Amistad Park, and Folger Stable. These decreases are partially offset with two reimbursements for the Arts Commission and the implementation of the Trails Master Plan plus the annual transfer of funds from LAFCo for costs associated with the LAFCo Administrative Secretary position housed in Parks.

Contingencies and Departmental Reserves

There is an increase of \$17,069 in this expenditure category to ensure meeting the County's 2% Reserves Policy. The balance in General Fund Reserves represents 2.2% of Net Appropriations, which exceeds the County's 2% Reserves policy by \$21,580.

NET COUNTY COST

There is an increase of \$3,493 or 0.05% in this Department's General Fund allocation primarily due to rent adjustment.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources increased by \$138,241 or 6.0% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is an increase of \$1,000 in this funding source due to increased parking citation revenue.

Use of Money and Property

There is an increase of \$21,000 in this funding source due to the reinstatement of the Wunderlich Park Stable concession following the completion of the Wunderlich Horse Stable renovation.

Intergovernmental Revenues

There is a decrease of \$21,000 in this funding source due to the elimination of a one-time grant funding to eradicate Italian Hand Thistle at Edgewood Park.

Charges for Services

There is an increase of \$47,241 in this funding source due to increases in reservation fees and vehicle entry fees associated with increased picnicking capacity resulting from the conversion of some large picnic sites to several smaller sites at a number of parks throughout the County park system.

Miscellaneous Revenue

There is an increase of \$30,000 in this funding source due to anticipated revenue from the sale of surplus and salvage materials and equipment.

Other Financing Sources

There is an increase of \$15,000 in this funding source due to projected increases in reimbursements to the Parks Department from other Non-General Fund Parks Budget Units and programs.

Fund Balance

There is an increase of \$45,000 in this funding source due to anticipated savings from FY 2009-10.

TOTAL REQUIREMENTS

Total Requirements increased by \$357,701 or 4.0% 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 \$357,701 in this expenditure category due to merit increases and various benefit increases including retirement and retiree health contributions.

Contingencies and Departmental Reserves

There is no change in this expenditure category. The balance in Reserves represents 2.2% of Net Appropriations, which exceeds the 2% Reserves policy by \$14,426.

NET COUNTY COST

There is an increase of \$219,460 or 3.4% in this Department's General Fund allocation primarily due to merit increases and higher retirement and retiree health contributions, which are offset by projected revenue increases.

Administration and Support (3910P)

Program Locator

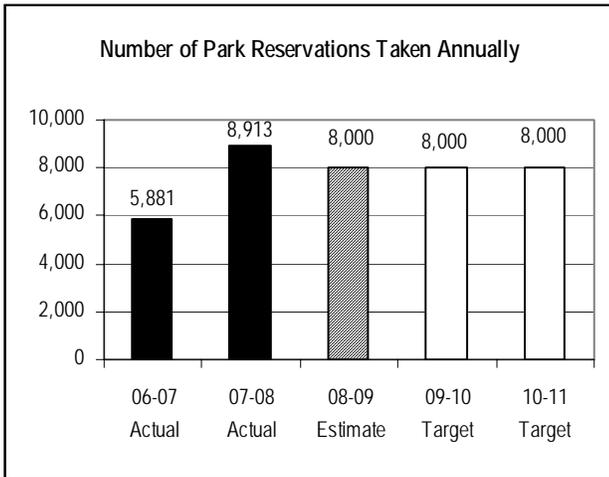
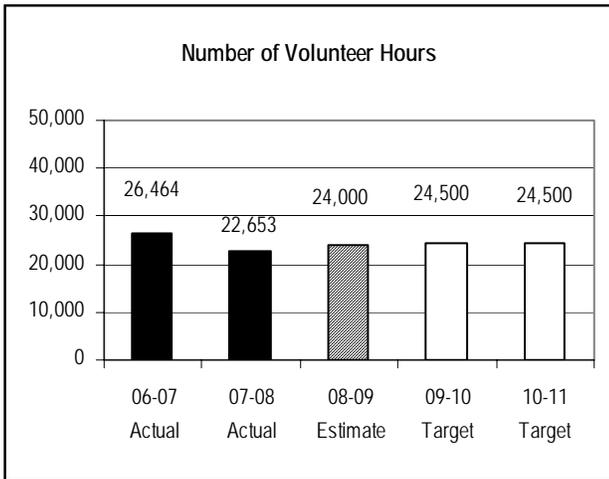
County

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

Headline Measures



Program Outcome Statement

Administration and Support provides overall management, policy and priority setting, community outreach, procedural guidance, best management practices development, business systems support, informational materials, and fiscal and administrative services to Department staff to ensure environmental stewardship, effective and efficient use of resources, continuity, direction and leadership to achieve Department goals.

Services and Accomplishments

The Administration and Support Services Program primarily contributes to the 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 8,000 park facility reservations annually. Administrative support for the Parks and Recreation Commission, the Arts Commission, and the San Bruno Mountain Habitat Conservation Plan is provided.

The following are major accomplishments in the current year:

- Completed the Meadowview playground at Junipero Serra Park
- Restructured the volunteer program for more efficient operations, enhanced opportunities and recruited a new volunteer coordinator
- Completed the El Granada Elementary School playfield renovation
- Updated Parks website to the new County format and added additional information such as trail details and the on-line reservation system
- Completed architectural and natural resource studies for Mirada Surf Coastal Trail
- Updated the Four-Year Capital Projects Plan for funded programs and projects for the Parks system
- Completed planning phase of the Fitzgerald Marine Reserve Outdoor Interpretive Exhibit
- Completed the second phase of grant funded gorse eradication on San Bruno Mountain and Colma Creek
- Completed Fall Phase of the Mirada Surf Coastal Trail
- Managed a number of outside ongoing grants from a variety of sources: Proposition 12, Proposition 40, County Park Foundation, Command Oil Spill, Bay Bridge Salmonid Restoration, California Department of Fish and Game, US Fish and Wildlife Service, State Water Resources Control Board, Coastal Conservancy, South San Francisco Redevelopment, City of San Mateo Redevelopment, Land Conservation Water Fund and the Department of Boating and Waterways

Story Behind Performance

A major challenge facing the Parks Department in FY 2008-09 was staffing, including filling vacant ranger and volunteer coordinator positions and managing operations with a number of staff out due to illness and injury. The Department's extra-help recruitment and hiring process of Park Aides continued to evolve including the implementation of 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.

With the Parks Department's new online reservation system we anticipated the number of calls taken to go down but not the number of reservations or usage. As it turns out the number of reservations being made online is outpacing the reservation calls by 3:1. A large majority of reservation increase is due to 156 family campsites at Memorial Park being available on line. This does not increase our revenue, but gives us a truer picture of actual park users especially at Memorial Park.

Email addresses in the new reservation system and customer incentives (one day park passes) has proved to be an effective mechanism for a high rate of return of customer satisfaction surveys. The ratio of grants applied for compared to the grants received is being tracked. The Parks Foundation supports the Department by providing unrestricted and restricted private funds for projects and programs. The major restricting factor in obtaining grant funds is the lack of adequate staffing to manage and execute grant-funded projects. To address this issue, staff is utilizing the recently completed Four-Year Capital Projects Plan to prioritize necessary projects. Additionally, staff is working with various external local agencies to develop regional approaches to manage park resources for the peninsula.

Administration staff also provides support to the Arts Commission. A website has been created and was successful. The Commission is continuing to curate art showings at several County building locations and building a countered network for promoting the arts. The Commission is actively looking at other successful arts councils and organizations to extrapolate new ways to collaborate with Nonprofits and raise funds. The Commission strongly advocates arts education and will be providing funding and support for programs. The Arts Commission is developing a role as a facilitator in connecting artists, non-profits, and agencies seeking art.

Volunteers have been significant contributors to the Parks Department for more than 20 years. Their activities range from building trails and restoring habitats to leading docent tours and assisting in park maintenance projects. In addition, Boy and Girl Scouts troops, students, and corporate and philanthropic groups support special event activity days, such as Earth Day, Coastal Clean-up Day, State and National Trails Days, and Public Lands Day. Through their efforts, volunteers have a hand in educating the public regarding the status of parks, including their community value and impending needs. It is estimated that during 2008, more than 24,000 volunteer hours were donated to the Parks Department.

A successful partnership with the Trail Center, a non-profit, volunteer group dedicated to building and improving trails in the Bay Area presented great opportunities for San Mateo County Parks. During the FY 2008-09, volunteer trail leaders from the Trail Center worked with other community volunteers to build and improve trails in three San Mateo County Parks over the course of six months. Through this effort, trails were significantly improved while at the same time citizens came to appreciate the work required to establish and maintain the hiking trails they enjoy so much.

While the number of volunteer hours remains in the range of 23,000 to 25,000 each year, the realities of budget and staff reductions point to the need to engage even more citizens. Their contributions are vitally important to the stewardship of San Mateo County Parks. A review of the Volunteer Program provided the opportunity to evaluate processes and activities that had been in place for the past 10 years. The information collected during the program review provided the framework for the creation of a new Volunteer Program. Through this effort, the Department will set the foundation and structure for replicating best volunteer practices, instituting policies and procedures that support volunteer staff relationships, expanding the number of volunteer activities and number of volunteers, developing partnerships in the community to facilitate growth, and employing current methods of volunteer recruitment, recognition and documentation.

Major challenges over the next two years will be:

- To maintain service levels and facilities in the poor economic situation and decreasing budgetary resources
- To retain and train new employees and implement Cultural Competency within the organization
- To adequately provide staffing for grant and project management given limited resources
- To leverage General Fund dollars through supporting long-term funding solutions
- To continue to work with the Arts Commission and County Arts Partner to develop innovative strategies for coordinating art services for the County
- To plan and manage park development and park resources in an increasingly regulatory and urban environment
- To collaborate with agencies on regional park planning issues such as completing key trail linkages and the Bay Water Trail

Program Objectives

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

Ensure that at Least 8,000 Park Reservations are Taken Annually

- Provide cross-training and staffing to meet demand of phone reservations, which is particularly busy during the spring and summer months
- Encourage the public to use the reservations system through contacts with field staff
- Market the availability of the 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 at 24,000 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

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

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Total number of park reservations taken annually | 5,881 | 8,913 | 8,000 | 8,000 | 8,000 |
| Number of volunteer hours | 26,464 | 22,653 | 24,000 | 24,500 | 24,500 |
| Number of applications for funding | 5 | 9 | 5 | 6 | 5 |
| Number of Parks Capital Projects ⁽¹⁾ | --- | --- | 6 | 7 | 8 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of park reservations taken online | 0% | 0% | 56% | 70% | 75% |
| Number of Capital Projects funded by outside sources ⁽¹⁾ | --- | --- | 2 | 5 | 5 |
| Percent of Capital Projects completed on time and within budget ⁽¹⁾ | --- | --- | 83% | 86% | 88% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents rating services good or better ⁽²⁾ | 94% | 0% | 90% | 90% | 90% |
| Dollar value of volunteer hours | \$277,872 | \$271,836 | \$337,920 | \$379,750 | \$404,250 |

⁽¹⁾ These are new measures added in FY 2009-10.

⁽²⁾ No surveys regarding Administrative Services were received in FY 2007-08. By using the email address in the online reservation system to send out survey links with incentives for people to respond, the customer satisfaction rate is expected to meet target in FY 2008-09.

Administration and Support (3910P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 8.0 | 9.0 | 10.0 | 10.0 | | 10.0 |
| Funded FTE | 7.7 | 9.0 | 10.0 | 10.0 | | 10.0 |
| Total Requirements | 1,410,545 | 1,550,983 | 1,959,730 | 1,952,355 | (7,375) | 2,024,362 |
| Total Sources | 421,789 | 545,956 | 447,497 | 518,881 | 71,384 | 589,881 |
| Net County Cost | 988,757 | 1,005,028 | 1,512,233 | 1,433,474 | (78,759) | 1,434,481 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 1,512,233 | 1,433,474 | (78,759) | 1,434,481 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,433,474 or 76%, of which 100% is discretionary. This discretionary amount includes management of the Parks Operations and Maintenance Program, oversight of grants management, general administration support for the Parks Department, oversight of park reservations, and performance of fiscal services for the Parks Department.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position change; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increases in parking citation revenue and reservation fees; decreased reimbursement for administrative costs associated with the Habitat Conservation Plan and Coyote Point Marina; increases in County service charges; and decreases in operating costs and contracts. Increased ongoing reimbursements for the costs associated with the Local Agency Formation Commission Administrative Secretary position housed in Parks offset the elimination of three separate reimbursements for funded projects that were completed in the previous fiscal year. Reserves have been increased to ensure meeting the County's 2% Reserves Policy.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 71,384 | (118,528) | 94,084 | 17,069 | (78,759) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; increases in projected revenues from negotiated leased concessions; park online reservation fees; annual park passes; and increased Fund Balance from FY 2009-10.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 71,000 | 72,007 | 0 | 0 | 1,007 | 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

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.

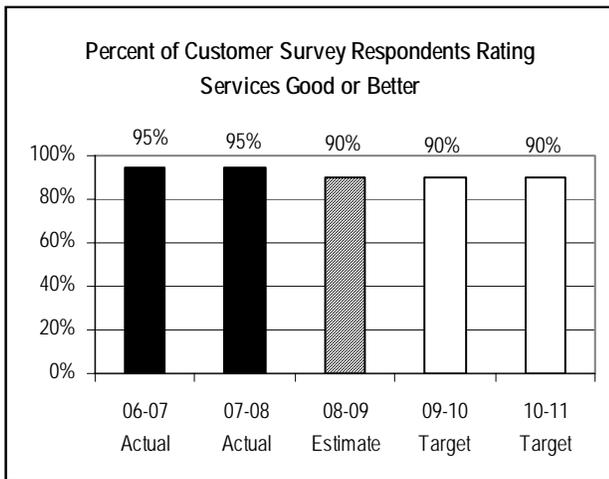
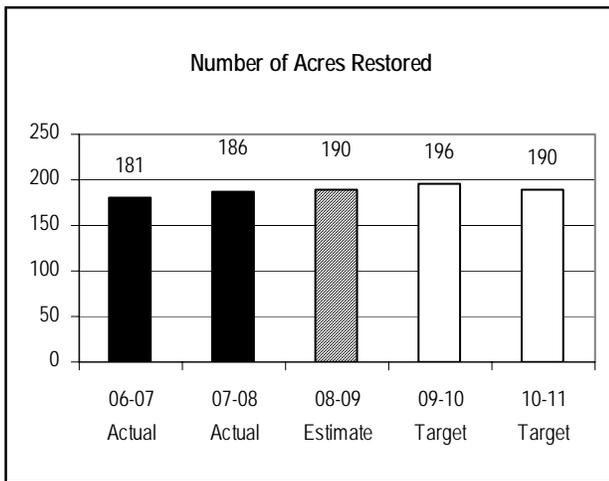
Services and Accomplishments

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:

- Implemented an agreement with Peninsula Open Space Trust to manage the Pillar Point Bluff open space next to the Fitzgerald Marine Reserve
- Completed the replacement of heat pumps and repair of the Skylight at the San Pedro Valley Visitors Center
- Completed the Edgewood Cordilleras Creek restoration
- Completed the Colma Creek restoration
- Installed a restroom at Quarry Park
- Completed Skyline Ridge Trail culvert
- Fitzgerald Marine Reserve staff and volunteers completed oil spill clean up training with the United States Coast Guard
- Completed the fuel load reduction at Wunderlich Park
- Opened discussions with the City of Menlo Park about leasing Flood County Park for their use
- Completed two Americans with Disabilities Act (ADA) accessible campsites at Memorial Park
- Completed ADA retrofit of two restrooms at Memorial Park
- Completed negotiations and took over management of Quarry Park from Midcoast Parklands
- Began the renovation of the Historic Folger Stable Building at Wunderlich Park
- Opened the new playground at Junipero Serra Park

Headline Measures



Story Behind Performance

Operations and Maintenance staff have developed a strategy of managing limited resources by focusing on the essential functions necessary to keep parks running (primarily health and safety) and focusing on the facilities with the highest number of users. Parks Administrative staff continues to look for long-term funding for the projects within the park system. Staff updated the five year Capital Projects plan containing 52 projects totaling \$20 million to prioritize funded parks capital projects and programs. From the list nine of the

projects were completed in FY 2008-09 and another four were added in FY 2008-09. There is a total of \$114 million in identified unfunded capital project needs throughout the parks system. Operations and Maintenance staff will focus on implementing the management of capital projects addressed in the plan as they are completed. For the remaining unfunded needs, staff will perform maintenance and repair where possible to keep facilities and areas safe and serviceable.

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 has increased its ongoing efforts to eradicate exotic flammable vegetation such as eucalyptus in order to reduce fire hazards within and around the perimeter of its parks. There has been ongoing mowing of the serpentine grasslands at Edgewood 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 based on a small number of surveys that were submitted to the Parks Department. While the percentage is a good indicator of how park users are experiencing the parks, the number of surveys returned was negligible. The new automated reservation system now allows the Department to send electronic messages to parks customers and in this case, send links to surveys. Program staff are very pleased with the 30% response rate, with more than 500 survey replies, for field services on the first electronic effort and is on target to meet 90% of survey respondents rating service and facilities as good or better.

Major challenges over the next two years will be:

- To open multi-agency regional trails to well accommodate trail users with dogs
- To decrease user conflicts throughout the parks system, such as between equestrians and cyclists
- To partner with Peninsula Open Space Trust to manage open spaces and regional trails
- To address challenging demographic and population trends affecting the number of park visitors, the number of volunteers available, the types of visitor services needed and expected
- To partner with Midcoast Parklands to continue management of Quarry Park
- To manage the various demands on limited resources including staff time, equipment and budget
- To grow the volunteer program to support parks resource needs and meet community needs

Program Objectives

The Parks and Recreation Operations and Maintenance Program will meet performance targets by doing the following:

Achieve 100% of Planned Restored Acreage

- Treat and mow 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
- 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
- Make every effort to see that at least 500 customer satisfaction surveys are completed and returned through special mailings to reservations users and Ranger and Park Aide surveying efforts are conducted on selected random days to measure success

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of acres restored | 181 | 186 | 190 | 196 | 190 |
| Number of ADA improvements | 27 | 46 | 30 | 30 | 30 |
| Number of family campsite nights available | 156 | 156 | 156 | 156 | 156 |
| - Memorial Day to Labor Day | 50 | 46 | 46 | 50 | 50 |
| - Labor Day to Memorial Day | | | | | |
| Number of youth campsite nights available | 10 | 10 | 10 | 10 | 10 |
| - Memorial Day to Labor Day | 1 | 1 | 1 | 1 | 1 |
| - Labor Day to Memorial Day ⁽¹⁾ | | | | | |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of family campsite nights utilized ⁽²⁾ | --- | 100% | 95% | 95% | 95% |
| - Memorial Day to Labor Day | --- | 100% | 95% | 95% | 95% |
| - Labor Day to Memorial Day | | | | | |
| Percent of youth campsite nights utilized ⁽²⁾ | --- | 70% | 70% | 70% | 70% |
| - Memorial Day to Labor Day | --- | 50% | 50% | 50% | 50% |
| - Labor Day to Memorial Day | | | | | |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents rating service and facilities good or better | 95% | 95% | 90% | 90% | 90% |
| Number of visitors | 1,369,876 | 1,546,940 | 1,500,000 | 1,500,000 | 1,515,000 |
| Tons of park user waste recycled ⁽³⁾ | 192 | 186 | 195 | 150 | 150 |
| Number of youth served in youth campsites ⁽⁴⁾ | | | | | |
| - Memorial Day to Labor Day | --- | 188 | 150 | 150 | 150 |
| - Labor Day to Memorial Day | --- | --- | 199 | 150 | 150 |
| Percent of family campers at Memorial Park who reside in San Mateo County ⁽⁵⁾ | 30% | 32% | 30% | 30% | 30% |

⁽¹⁾ 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.

⁽²⁾ 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.

⁽³⁾ It is measuring plastic, aluminum and paper recycling only in the Parks.

⁽⁴⁾ 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 in June and the last weekend in September.

⁽⁵⁾ Percent of San Mateo County Residents Family Camping at Memorial Park is determined by taking the total number of family camping reservations from Memorial Day through Labor Day and extracting reservations by Counties, States and Countries.

Operations and Maintenance (3930P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 48.0 | 47.0 | 47.0 | 44.0 | (3.0) | 44.0 |
| Funded FTE | 48.2 | 47.0 | 47.0 | 43.8 | (3.2) | 43.8 |
| Total Requirements | 6,602,220 | 6,958,995 | 6,681,220 | 6,907,517 | 226,297 | 7,193,211 |
| Total Sources | 1,582,673 | 1,646,265 | 1,653,615 | 1,797,660 | 144,045 | 1,864,901 |
| Net County Cost | 5,019,546 | 5,312,730 | 5,027,605 | 5,109,857 | 82,252 | 5,328,310 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 5,027,605 | 5,109,857 | 82,252 | 5,328,310 |

Discretionary Net County Cost

The portion of this Program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,109,857 or 74%, of which 100% is discretionary. This discretionary amount includes facility maintenance, visitor services, interpretation, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, and medical, fire and law enforcement response for all County Parks.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; and an increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). Revenue has been increased for camping permits; reservation fees; workers compensation refunds; SDI payments; and grant revenue for projects at Edgewood Park. These increases offset anticipated reductions in concession revenue at Wunderlich Park and a one-time reimbursement for staff and operating costs from Non General Fund budget units.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 144,045 | 489,088 | 0 | 0 | 345,043 | 0 |

2. Reduction in Workforce - Elimination of Three Park Ranger II Positions

Three vacant Park Ranger II positions have been deleted to meet budget reduction target. Two of the three vacant ranger positions are in the North Parks Area, which manages Coyote Point Recreational Area, San Bruno Mountain, Crystal Spring Trail and Junipero Serra Park. The third vacant Ranger position is in the Central Park area which manages Huddart Park, Wunderlich Park, Edgewood Reserve and Flood Park. This elimination represents 7% reduction to Park Ranger staff for the Department. Remaining operations and maintenance staff in these areas will focus on high-priority tasks related to the health and safety of visitors. Routine work duties and lower priority tasks will be performed less frequently as a result of this staffing reduction.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (262,791) | 0 | 0 | (262,791) | (3) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 144,045 | 226,297 | 0 | 0 | 82,252 | (3) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; increases in projected revenues from reservation fees and vehicle entry fees; and increased reimbursement to the Department from Non-General Fund budget units.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 67,241 | 285,694 | 0 | 0 | 218,453 | 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

FY 2009-10 Funding Adjustments

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

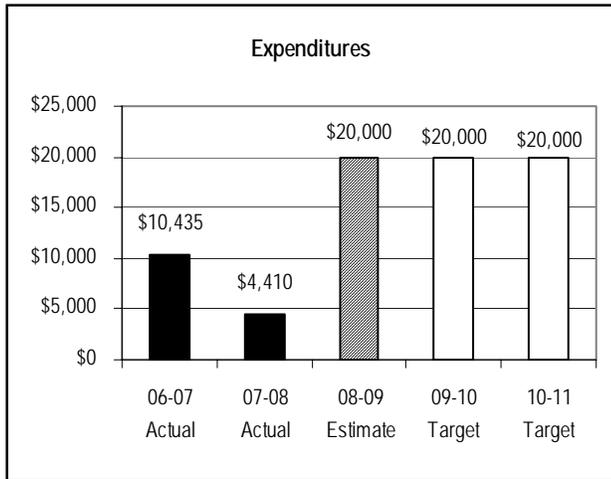
1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: a reduction in Fund Balance from FY 2008-09 and a reduction in Reserves to offset ongoing Fish and Game projects including feral pig control and Memorial Park Interpretive Program support.

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.

| | |
|---------------------|---------|
| Revenue/Sources | (6,649) |
| Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | (6,649) |
| Net County Cost | 0 |
| Positions | 0 |



FY 2010-11 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 fines collected for violations of the California Fish and Game Code in San Mateo County.

Fish and Game (3950B)
Fish and Game Propagation Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 1,853 | 2,210 | 3,000 | 3,000 | | 3,000 |
| Use of Money and Property | 3,494 | 3,120 | 3,000 | 3,000 | | 3,000 |
| Total Revenue | 5,348 | 5,331 | 6,000 | 6,000 | | 6,000 |
| Fund Balance | 80,309 | 75,221 | 76,142 | 69,493 | (6,649) | 69,493 |
| TOTAL SOURCES | 85,657 | 80,552 | 82,142 | 75,493 | (6,649) | 75,493 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 10,435 | 4,410 | 20,000 | 20,000 | | 20,000 |
| Net Appropriations | 10,435 | 4,410 | 20,000 | 20,000 | | 20,000 |
| Non-General Fund Reserves | 75,222 | 76,142 | 62,142 | 55,493 | (6,649) | 55,493 |
| TOTAL REQUIREMENTS | 85,657 | 80,552 | 82,142 | 75,493 | (6,649) | 75,493 |

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 for this fund comes from off-highway vehicle license fees and interest on the balance in the fund.

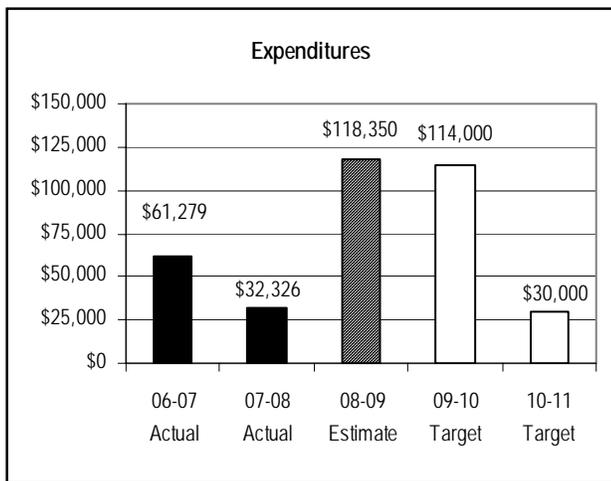
FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 | (53,238) |
| Appropriations | (4,350) |
| Intrafund Transfers | 0 |
| Reserves | (48,888) |
| Net County Cost | 0 |
| Positions | 0 |



FY 2010-11 Funding Adjustments

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

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: a reduction in Fund Balance due to the elimination of what was once ongoing funding from the State and a reduction in Reserves to offset ongoing Off-Highway projects within the County parks.

| | |
|---------------------|-----------|
| Revenue/Sources | (106,500) |
| Appropriations | (84,000) |
| Intrafund Transfers | 0 |
| Reserves | (22,500) |
| Net County Cost | 0 |
| Positions | 0 |

Discretionary Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from fines collected for violations of the California Fish and Game Code in San Mateo County.

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 11,689 | 9,447 | 7,500 | 7,500 | | 7,500 |
| Intergovernmental Revenues | 30,385 | | | | | |
| Total Revenue | 42,074 | 9,447 | 7,500 | 7,500 | | 7,500 |
| Fund Balance | 241,749 | 222,543 | 199,664 | 146,426 | (53,238) | 39,926 |
| TOTAL SOURCES | 283,823 | 231,990 | 207,164 | 153,926 | (53,238) | 47,426 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 61,279 | | 118,350 | 84,000 | (34,350) | |
| Other Financing Uses | | | | 30,000 | 30,000 | 30,000 |
| Gross Appropriations | 61,279 | | 118,350 | 114,000 | (4,350) | 30,000 |
| Intrafund Transfers | | 32,326 | | | | |
| Net Appropriations | 61,279 | 32,326 | 118,350 | 114,000 | (4,350) | 30,000 |
| Non-General Fund Reserves | 222,544 | 199,664 | 88,814 | 39,926 | (48,888) | 17,426 |
| TOTAL REQUIREMENTS | 283,823 | 231,990 | 207,164 | 153,926 | (53,238) | 47,426 |

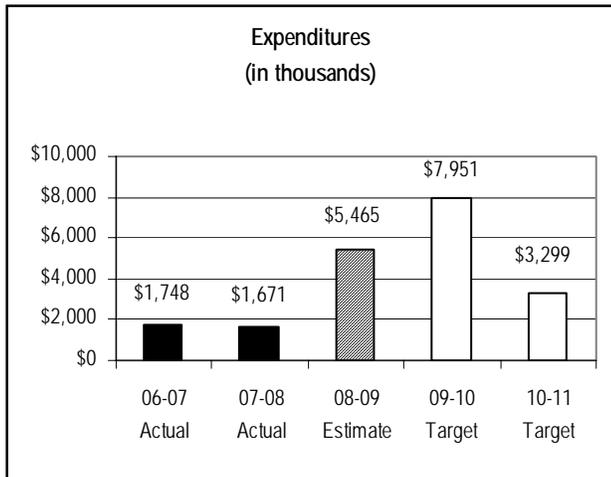
Parks Acquisition and Development (3970B)

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, Interfund 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 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: an increase in projects and offsetting revenue and a decrease in Fund Balance and Reserves as a result of projects completed in FY 2008-09.

| | |
|---------------------|-----------|
| Revenue/Sources | 1,791,401 |
| Appropriations | 2,485,784 |
| Intrafund Transfers | 0 |
| Reserves | (694,383) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: a reduction in project expenditures and offsetting revenue; elimination of a one-time appropriation for the Trails Master Plan implementation; increased Fund Balance and Reserves.

| | |
|---------------------|-------------|
| Revenue/Sources | (3,783,553) |
| Appropriations | (4,652,492) |
| Intrafund Transfers | 0 |
| Reserves | 868,939 |
| Net County Cost | 0 |
| Positions | 0 |

| Summary of Re-appropriated and New Projects | 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 Highway 92 Plans and Permits | 200,000 |
| Crystal Springs Trail South of Dam Extension to Highway 35 | 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 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 |
| Total | 7,951,219 |

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 105,410 | 140,928 | 70,000 | 70,000 | | 70,000 |
| Intergovernmental Revenues | (145,013) | 2,600,183 | 3,250,500 | 5,643,826 | 2,393,326 | 1,860,273 |
| Charges for Services | | 2,605 | | | | |
| Interfund Revenue | 17,815 | 181,683 | 75,000 | 75,000 | | |
| Miscellaneous Revenue | 12,000 | 98,832 | | | | |
| Total Revenue | (9,789) | 3,024,232 | 3,395,500 | 5,788,826 | 2,393,326 | 1,930,273 |
| Fund Balance | 4,068,264 | 2,310,168 | 3,663,045 | 3,061,120 | (601,925) | 3,136,120 |
| TOTAL SOURCES | 4,058,475 | 5,334,400 | 7,058,545 | 8,849,946 | 1,791,401 | 5,066,393 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 401,137 | 390,985 | 409,000 | 400,000 | (9,000) | 898,727 |
| Fixed Assets | 487,093 | 828,000 | 2,078,442 | 1,000,000 | (1,078,442) | 1,200,000 |
| Other Financing Uses | 860,078 | 696,641 | 2,977,993 | 6,551,219 | 3,573,226 | 1,200,000 |
| Gross Appropriations | 1,748,307 | 1,915,626 | 5,465,435 | 7,951,219 | 2,485,784 | 3,298,727 |
| Intrafund Transfers | | (244,272) | | | | |
| Net Appropriations | 1,748,307 | 1,671,355 | 5,465,435 | 7,951,219 | 2,485,784 | 3,298,727 |
| Non-General Fund Reserves | 2,310,168 | 3,663,045 | 1,593,110 | 898,727 | (694,383) | 1,767,666 |
| TOTAL REQUIREMENTS | 4,058,475 | 5,334,400 | 7,058,545 | 8,849,946 | 1,791,401 | 5,066,393 |

Coyote Point Marina (3980B)

Program Locator

County

Environmentally Conscious Community

Parks Department

Administration and Support

Operations and Maintenance

Fish and Game

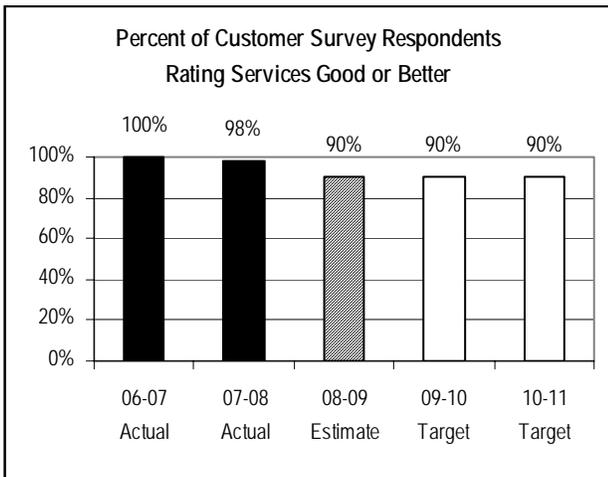
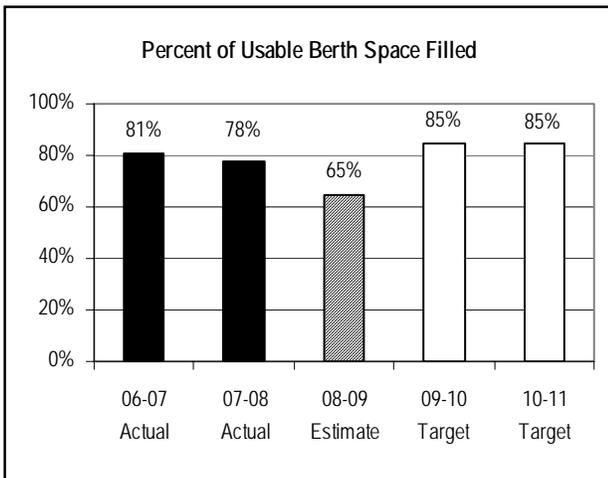
Off-Highway Vehicle License Fees

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 berth 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:

- Installed a new electrical breaker panel and fenced area for the sewage ejector tank by Park Maintenance Staff. The old Harbor Office was demolished. The sub basement of the building was filled and the footprint of the building was paved over.
- Obtained the funding from the Department of Boating and waterways for the plans and specs of the Dock replacement of Dock 29. All of the remaining boats on Dock 29 were moved off the dock and Marina and Maintenance staff removed and disposed of two of the broken dock fingers on the end of the dock. Staff installed flashing amber construction lights on the exposed pilings on the end of the dock and installed a lighted buoy off the end of the dock. Additional fingers will be removed by Maintenance and Marina staff during the next year.
- Constructed a 10' x 40' floating dock to replace the damaged concrete barge at the fuel dock. The new dock connects the fuel dock to Dock 10 and may serve as a platform for a small shed or office for a future Fuel Dock Concessionaire. At present, Marina staff has continued to operate the Fuel Dock until a concessionaire is in place to take over.
- Received a grant from the Department of Boating and Waterways for a new Marina launch ramp restroom that will replace the Porta Potti that is currently in place.
- Developed a new full page color advertisement to improve the marketing of the Coyote Point Marina. It is running in one of the

most popular boating magazines in the Bay Area called Latitude 38. The ad seems to be generating business for the Marina, although we are still losing a lot of current tenants due to the economy.

- Relocated Marina security to the Coyote Point Park entrance Gate House to screen vehicles trying to access the Marina or Park after hours. Vehicles are not allowed in the Park after normal business hours. Only Marina tenants with valid permit stickers are allowed in the Marina after hours. The new system has reduced litter, property damage and after hour incidents in both the Park and Marina.

Story Behind Performance

A main focus of Marina staff is to ensure that at least 85% of berth space is usable and filled. Berth occupancy at the Coyote Point Marina is comparable to other local marinas despite a small decrease in recent years due to the changing economic the rising price of fuel, changing demographics, and a recreational shift away from boating. The recent dredging project and the closure of eleven berths at one of the docks due to storm damage caused the berth occupancy rate to fall to 78% in the second quarter of FY 2008-09. It is anticipated that occupancy rates will suffer slightly due to long-term closure of Dock 29 and the recent economic downturn. Also, recent trends have made it difficult for local marinas because a number of berthers are moving their boats from Northern California to Southern California to take advantage of competing berth rates and climate. However, staff continues to maintain and market the Marina to ensure it is a desirable place to berth.

Marina staff continues to focus on increasing customer satisfaction. An annual customer satisfaction survey was distributed to Marina tenants and stakeholders. The survey was mailed along with the monthly berth invoice as well as placed at the Marina Office. An annual public meeting is held to solicit input and update tenants and the general public on proposed fee changes, revised capital plans, and other marina issues. Staff respond to comments on the customer service surveys such as restroom cleaning, berth depth, and dock maintenance. Marina staff continue 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
- To increase occupancy targets and keep the Marina financially viable given changing demographics
- To oversee the replacement of Dock 29 which is now unusable
- To identify trends in boating to adjust services provided by the Marina to meet those projected needs and opportunities
- To execute projects on the 10-year Capital Improvement Plan including a new launch ramp restroom
- To integrate the new Bay Water Trail regional plan with Marina operations and facilities

Program Objectives

The Coyote Point Marina Program will meet performance targets by doing the following:

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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Annual number of paid launch ramp users | 659 | 908 | 750 | 650 | 600 |
| Number of usable berths | 564 | 541 | 541 | 541 | 564 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of usable berth space filled | 81% | 78% | 65% | 85% | 85% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents rating services good or better | 100% | 98% | 90% | 90% | 90% |

Coyote Point Marina (3980B)
Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 5.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Funded FTE | 5.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Total Requirements | 2,586,415 | 2,018,253 | 2,605,194 | 4,039,371 | 1,434,177 | 2,504,299 |
| Total Sources | 2,586,415 | 2,018,254 | 2,605,194 | 4,039,371 | 1,434,177 | 2,504,299 |

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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). These increases are offset with reductions in overtime costs and other operating costs including other service charges and contracts. Revenue has been increased from the State to fund the plans, specifications, and replacement of Dock 29; Americans with Disabilities Act and other upgrades to the Marina Center restroom; and the Boater Restroom Sleeve repair. Increases in concession revenue and miscellaneous fees offset a projected decrease in berth rental fees. Reserves have been increased to ensure meeting the County's 2% Reserve Policy.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,434,177 | 1,421,077 | 0 | 13,100 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increase in retirement and retiree health contributions; and elimination of prior year one-time funding and project costs associated with the Dock 29 replacement.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,535,072) | (1,535,072) | 0 | 0 | 0 | 0 |

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 61,813 | 40,687 | 41,500 | 45,000 | 3,500 | 45,000 |
| Intergovernmental Revenues | | | 494,000 | 1,920,000 | 1,426,000 | 384,928 |
| Charges for Services | 1,143,033 | 1,121,627 | 1,255,589 | 1,263,200 | 7,611 | 1,263,200 |
| Total Revenue | 1,204,846 | 1,162,314 | 1,791,089 | 3,228,200 | 1,437,111 | 1,693,128 |
| Fund Balance | 1,381,569 | 855,940 | 814,105 | 811,171 | (2,934) | 811,171 |
| TOTAL SOURCES | 2,586,415 | 2,018,254 | 2,605,194 | 4,039,371 | 1,434,177 | 2,504,299 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 507,093 | 520,347 | 570,996 | 535,414 | (35,582) | 564,934 |
| Services and Supplies | 232,072 | 247,707 | 329,700 | 325,000 | (4,700) | 324,500 |
| Other Charges | 462,300 | 564,034 | 504,770 | 436,865 | (67,905) | 436,865 |
| Fixed Assets | | | | 138,092 | 138,092 | |
| Other Financing Uses | 614,609 | 83,873 | 686,828 | 2,078,000 | 1,391,172 | 652,000 |
| Gross Appropriations | 1,816,074 | 1,415,961 | 2,092,294 | 3,513,371 | 1,421,077 | 1,978,299 |
| Intrafund Transfers | 150,982 | 141,356 | | | | |
| Net Appropriations | 1,967,056 | 1,557,317 | 2,092,294 | 3,513,371 | 1,421,077 | 1,978,299 |
| Non-General Fund Reserves | 619,359 | 460,936 | 512,900 | 526,000 | 13,100 | 526,000 |
| TOTAL REQUIREMENTS | 2,586,415 | 2,018,253 | 2,605,194 | 4,039,371 | 1,434,177 | 2,504,299 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 5.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Funded FTE | 5.0 | 5.0 | 5.0 | 5.0 | | 5.0 |

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Collaborative Community

FY 2009-10 and FY 2010-11
Recommended Budget



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.

Shared Vision 2025

Healthy Community

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

Prosperous Community

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

Livable Community

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

Environmentally Conscious Community

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

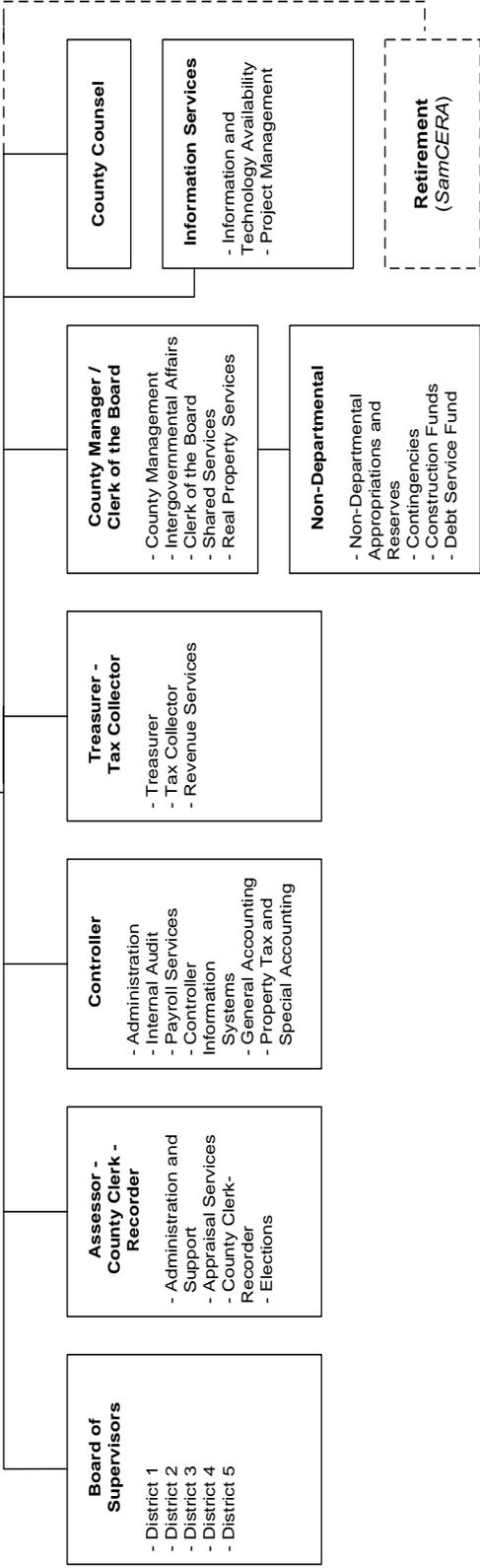
Collaborative Community

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

From the beginning with Shared Vision 2010 now ten years ago, the San Mateo County Board of Supervisors has regarded "visioning" not as a project, but rather a dynamic process. Shared Vision has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.

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 2009-10 and 2010-11 All Funds Summary

| Total Requirements | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|------------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| General Fund Budgets | | | | | | |
| Board of Supervisors | 2,533,949 | 3,109,312 | 3,331,796 | 3,413,014 | 81,218 | 3,537,776 |
| County Manager/Clerk of the Board | 6,593,847 | 8,209,873 | 9,701,703 | 8,948,926 | (752,777) | 8,981,024 |
| Real Property Services | 2,978,334 | 2,644,291 | 2,839,164 | 3,289,224 | 450,060 | 3,289,224 |
| Assessor-County Clerk-Recorder | 28,872,187 | 20,331,573 | 19,073,019 | 18,243,476 | (829,543) | 18,238,250 |
| Controller's Office | 6,314,346 | 6,457,304 | 8,451,814 | 8,551,517 | 99,703 | 8,771,075 |
| Treasurer - Tax Collector | 7,456,990 | 7,469,341 | 10,091,126 | 9,614,003 | (477,123) | 9,563,616 |
| County Counsel | 6,144,167 | 7,249,794 | 8,531,029 | 9,491,851 | 960,822 | 9,673,106 |
| Information Services Department | 25,121,074 | 26,039,134 | 23,050,502 | 16,438,121 | (6,612,381) | 16,052,439 |
| Non-Departmental Services | 209,852,947 | 184,041,853 | 223,779,482 | 201,876,814 | (21,902,668) | 144,248,790 |
| Contingencies | 28,243,170 | 29,527,837 | 30,415,719 | 30,324,876 | (90,843) | 30,382,649 |
| Total General Fund | 324,111,010 | 295,080,311 | 339,265,354 | 310,191,822 | (29,073,532) | 252,737,949 |
| Non-General Fund Budgets | | | | | | |
| Non-Departmental Services | | | | | | |
| Accumulated Capital Outlay Fund | 5,643 | 5,883 | 6,083 | 6,283 | 200 | 6,483 |
| Courthouse Construction Fund | 4,520,897 | 4,947,782 | 5,319,590 | 4,783,748 | (535,842) | 1,671,813 |
| Criminal Justice Construction Fund | 2,768,303 | 2,909,924 | 2,143,422 | 2,114,026 | (29,396) | 1,980,943 |
| Debt Service Fund | 43,452,120 | 51,827,728 | 54,195,925 | 46,022,450 | (8,173,475) | 45,323,062 |
| Total Non-General Fund | 53,356,814 | 62,877,927 | 65,964,620 | 57,604,703 | (8,359,917) | 53,808,091 |
| Total Requirements | 377,467,824 | 357,958,237 | 405,229,974 | 367,796,525 | (37,433,449) | 306,546,040 |
| Total Sources | 718,014,192 | 731,916,493 | 714,694,984 | 683,277,355 | (31,417,629) | 633,898,108 |
| Net County Cost | (340,546,368) | (373,958,255) | (309,465,010) | (315,480,830) | (6,015,820) | (327,352,068) |

AUTHORIZED POSITIONS

| | | | | | | |
|-------------------|-------|-------|-------|-------|-----|-------|
| Salary Resolution | 486.0 | 507.0 | 505.0 | 507.0 | 2.0 | 507.0 |
| Funded FTE | 481.0 | 500.9 | 500.3 | 502.7 | 2.4 | 502.7 |

Board of Supervisors (1100D)

Major Accomplishments in FY 2008-09

Standing Committees of the Board

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

Criminal Justice Committee

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

Actions Taken

- **Youth Services Center (YSC) Report**—Received Report that summarized the circumstances surrounding the escape from the YSC and specific recommendations to improve safety and security at the facility.
- **Reentry Report and Recommendations**—Considered proposal to improve and expand successful re-entry efforts for those incarcerated in San Mateo's correctional facilities, in terms of risk and needs assessment, counseling while within the jail and community-based services.
- **Wireless 9-1-1**—Considered report on the implementation of emergency dispatch operations in light of increasing volumes of cellular telephone calls and the rollout of new required computer technology.

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 underway
- Heard update Domestic Violence Firearms Compliance Program
- Reconsidered State Assembly Bill 900 funding proposal for jail funding
- Heard report on Gang Symposium hosted by Sheriff
- Heard report on Court Facilities Transfers status
- Considered letter received from Juvenile Justice and Delinquency Prevention Commission about Camp Glenwood security
- Heard report on Psychiatric Emergency Response Team program

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

- **Climate Action Blueprint**—Referred a Climate Action Blueprint to the Board of Supervisors.
- **Bottled Water Purchase Ban**—Referred a resolution banning the use of County funds to purchase bottled water to the Board of Supervisors for consideration.
- **South Bayside Waste Management Contract**—Closely monitored and referred to the Board of Supervisors the South Bayside Waste Management contract negotiations related to garbage collection in the County, the construction of a new recycling center and potential restructure of the South Bayside Waste Management Governing Board Joint Powers Authority.
- **2007 Building Code**—Referred the adoption of the 2007 Building Code with local adoptions to the Board of Supervisors.
- **San Mateo County Energy Strategy**—Referred the San Mateo County Energy Strategy, designed to address present and future county energy needs, to the Board of Supervisors.

Discussions and Presentations

- Reviewed the Green Team video
- Reviewed the Green Team program, which consists of a Green Bag lecture series, a Green Event Guide to be used by County departments, and a Green Report Card that will be used to reduce county departments' environmental impacts
- Reviewed a series of proposals regarding the use of solar power, including a low-interest loan program to help residents purchase solar panels and the construction of solar panel systems at county facilities
- Reviewed the proposed state Municipal Regional Permit Stormwater Program
- Evaluated proposed Midcoast Park and Recreation Development Fees
- Reviewed the County's fuel efficiency vehicle policy
- Reviewed funding options for the Solid Waste Fund
- Discussed the Energy Efficiency and Conservation Block Grant application that would fund a series of energy conservation projects in County facilities

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**—led efforts to place Measure Q (Parking Tax) and Measure R (Vehicle Rental Tax) on the November 2008 ballot. Reviewed trust funds and recommended transfer of balances to the General Fund. Provided direction to staff in preparation for the December 16, 2008 Board study session to update the five-year plan for the elimination of the structural budget deficit. Accepted bi-monthly revenue projection updates.
- **Initiated Efforts to Recover Losses from Lehman Bankruptcy and Improve County Investment Policy**—Led efforts to recover investment losses from the Lehman Brothers bankruptcy, including litigation and federal legislative efforts. Led the issuance of a Request for Proposals (RFP) to select investment advisory and consulting firms to conduct a risk assessment of the County Investment Pool, analyze transactions leading to the Lehman bankruptcy, recommend improvements to the County Investment Policy and the investment function in the Treasurer's Office.

Discussions and Presentations

- Conducted hearings on South Bayside Waste Management Authority recommendations
- Selected Assessor-Clerk-Recorder-Elections department for next management review
- Reviewed Mid-Year and Year-End County Performance Report
- Nominated STARS Awards recipients for Outstanding Program Performance, Customer Service, Green Award and Employee Budget Suggestions awards
- Reviewed Workforce and Succession Management report and recommendations

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

- **Nutrition Information Ordinance**—Endorsed adoption of an ordinance requiring the posting of nutritional information in chain food service.
- **Communicable Disease Response and Control at San Francisco International Airport (SFO)**—Considered report and recommendations of Health System Department and supported follow up with representatives of SFO and the City/County of San Francisco.
- **Methadone Clinic**—Supported issuance of Request For Proposals from prospective operators to relocate the existing clinic to improve accessibility.

- **Medical Marijuana Ordinance**—Recommended adoption of an ordinance regulating the collective cultivation and distribution of medical marijuana.

Discussions and Presentations

- **Housing Authority Asset Repositioning Program**—Considered periodic status reports on early-stage plans for the potential redevelopment of the Half Moon Bay, El Camino Village and Midway Village projects
- **Housing Element Update**—The 21 jurisdictions in San Mateo County are coordinating on the preparation of their respective general plan elements
- **North Fair Oaks Area Plan**—The Planning and Housing Departments presented a report on efforts toward working together to prepare a specific area plan to guide land use and transportation policy in the North Fair Oaks community
- **Youth Development Initiative**—Received an update on activities, including receipt of National Association of Counties "Acts of Caring" award
- **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
- **Human Services Agency (HSA) Accreditation**—Received report on HSA having been awarded accreditation
- **Disproportionality Study Work Plan and Time Line**—Received a status report
- **Shelter and Safety Net Services Report**—Considered report on existing services and gaps throughout the County
- **American Medical Response (AMR) West Contract**—Recommended award of Emergency Medical Services contract to AMR
- **Economic Urgency Initiative**—Received report on County efforts to address increasing needs for food and shelter, medical and employment assistance
- **ARRA Funding for Emergency Housing**—Supported application for funding under the federal stimulus Homeless Prevention and Rapid Re-Housing Program
- **Coastside Clinic**—Supported County efforts to address medical needs of residents resulting from the sudden closure of the clinic

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.

Federal and State Legislative Issues**Actions Taken**

- **Federal Support for Partnership Programs**—Secured four FY 2008-09 federal funding requests: *Solar Genesis Project*,

Gender Responsive Corrections Programming, Public Health Laboratory improvements and the San Mateo County Children's Receiving Home.

- **Advocacy Lehman Brothers Holding, Inc., Relief**—Secured an amendment in the federal Emergency Economic Stabilization Act of 2008 to enable municipalities access to the Troubled Assets Relief Program (TARP) funds; organized a nationwide coalition of municipalities seeking TARP relief; organized a panel presentation before a Congressional hearing on the Lehman loss for the House Financial Services Committee; secured the introduction of S. 116 (Feinstein) and H.R. 467 (Speier / Eshoo) directing the Secretary of Treasury to use TARP funds for municipalities; and retained an economist, *BeaconEconomics*, to complete and analysis of the compounding impact of the Lehman loss.
- **Sponsored** Assembly Bill 787 (Hill) to improve the outcomes of juvenile offenders and Assembly Bill 861 (Ruskin) to consolidate state contracts for infectious diseases and family health to improve government efficiencies.
- **Recovered** \$8 million in reimbursement from state Medi-Cal for the County's Mental Health pharmacy and lab pilot project.
- **Analyzed** 80 federal and state legislative issues, as well as, numerous state budget proposals, for their impact on San Mateo County.

Legislative Forums

- Hosted informational hearing on Proposition 5, The Non-Violent Offenders Rehabilitation Act.
- Conducted fourth annual Federal and State Legislative Delegation Partnership Program briefing featuring the Human Services Agency and Child Support Services.

Partners

Collaborated and coordinated legislative efforts with:

- City/County Association of governments (C/CAG) Legislative Committee
- Housing Endowment and Regional Trust (HEART) Legislative Committee
- Urban Counties Caucus, National Association of Counties, California State Association of Counties

Board of Supervisors (1100B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

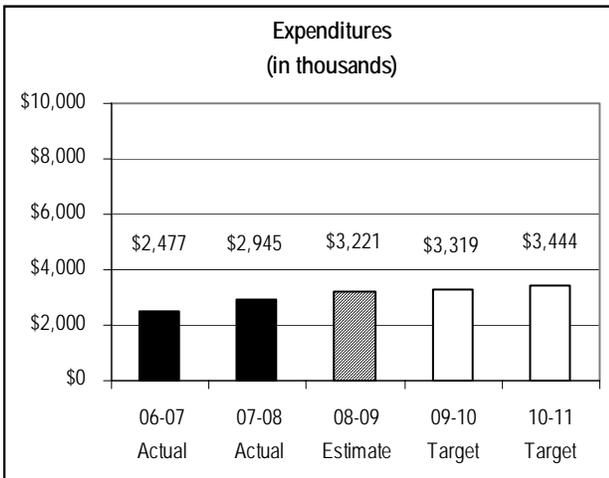
| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 88 | 9,525 | 9,000 | | (9,000) | |
| Total Revenue | 88 | 9,525 | 9,000 | | (9,000) | |
| Fund Balance | 79,266 | 363,880 | 351,835 | 318,096 | (33,739) | 318,096 |
| TOTAL SOURCES | 79,354 | 373,405 | 360,835 | 318,096 | (42,739) | 318,096 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,113,603 | 2,556,203 | 2,762,144 | 2,843,822 | 81,678 | 2,984,863 |
| Services and Supplies | 203,192 | 210,991 | 280,529 | 288,607 | 8,078 | 272,328 |
| Other Charges | 160,047 | 177,544 | 178,289 | 186,751 | 8,462 | 186,751 |
| Net Appropriations | 2,476,842 | 2,944,738 | 3,220,962 | 3,319,180 | 98,218 | 3,443,942 |
| Contingencies/Dept Reserves | 57,107 | 164,574 | 110,834 | 93,834 | (17,000) | 93,834 |
| TOTAL REQUIREMENTS | 2,533,949 | 3,109,312 | 3,331,796 | 3,413,014 | 81,218 | 3,537,776 |
| NET COUNTY COST | 2,454,595 | 2,735,907 | 2,970,961 | 3,094,918 | 123,957 | 3,219,680 |
| AUTHORIZED POSITIONS | | | | | | |
| 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
 - Real Property Services
 - Assessor-County Clerk-Recorder
 - Controller's Office
 - Treasurer-Tax Collector
 - Retirement (*SamCERA*)
 - County Counsel
 - Information Services Department
 - Non-Departmental

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 outcomes identified in its *Shared Vision 2025* report. This 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 2009-11 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$3,094,918 or 90.7%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of merit increases; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increased service charges from other departments including rent, automation, and general liability; and a decrease in Fund Balance and Reserves.

| | |
|---------------------|----------|
| Revenue/Sources | (42,739) |
| Appropriations | 98,218 |
| Intrafund Transfers | 0 |
| Reserves | (17,000) |
| Net County Cost | 123,957 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: merit increases and retirement cost increases. Reductions have been made in other operating costs to partially offset increases.

| | |
|---------------------|---------|
| Revenue/Sources | 0 |
| Appropriations | 124,762 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 124,762 |
| Positions | 0 |

BOS District 1 (1110B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 8 | | | | | |
| Total Revenue | 8 | | | | | |
| Fund Balance | 23,552 | 114,488 | 115,315 | 65,877 | (49,438) | 65,877 |
| TOTAL SOURCES | 23,560 | 114,488 | 115,315 | 65,877 | (49,438) | 65,877 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 362,696 | 480,996 | 575,885 | 584,154 | 8,269 | 618,156 |
| Services and Supplies | 40,168 | 37,321 | 65,264 | 51,827 | (13,437) | 46,827 |
| Other Charges | 32,362 | 35,719 | 36,766 | 39,105 | 2,339 | 39,105 |
| Net Appropriations | 435,226 | 554,036 | 677,915 | 675,086 | (2,829) | 704,088 |
| Contingencies/Dept Reserves | 11,044 | 67,000 | 21,626 | 21,626 | | 21,626 |
| TOTAL REQUIREMENTS | 446,270 | 621,036 | 699,541 | 696,712 | (2,829) | 725,714 |
| NET COUNTY COST | 422,710 | 506,548 | 584,226 | 630,835 | 46,609 | 659,837 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

BOS District 2 (1120B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 40 | 9,000 | 9,000 | | (9,000) | |
| Total Revenue | 40 | 9,000 | 9,000 | | (9,000) | |
| Fund Balance | 621 | 40,868 | 35,388 | 53,377 | 17,989 | 53,377 |
| TOTAL SOURCES | 661 | 49,868 | 44,388 | 53,377 | 8,989 | 53,377 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 458,260 | 586,869 | 599,568 | 582,606 | (16,962) | 608,883 |
| Services and Supplies | 38,995 | 36,874 | 36,900 | 60,115 | 23,215 | 60,115 |
| Other Charges | 32,422 | 37,311 | 35,842 | 40,489 | 4,647 | 40,489 |
| Net Appropriations | 529,677 | 661,054 | 672,310 | 683,210 | 10,900 | 709,487 |
| Contingencies/Dept Reserves | 10,908 | 29,402 | 13,826 | 13,826 | | 13,826 |
| TOTAL REQUIREMENTS | 540,585 | 690,456 | 686,136 | 697,036 | 10,900 | 723,313 |
| NET COUNTY COST | 539,924 | 640,588 | 641,748 | 643,659 | 1,911 | 669,936 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

BOS District 3 (1130B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 40 | | | | | |
| Total Revenue | 40 | | | | | |
| Fund Balance | 17,899 | 41,088 | 50,301 | 53,733 | 3,432 | 53,733 |
| TOTAL SOURCES | 17,939 | 41,088 | 50,301 | 53,733 | 3,432 | 53,733 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 451,135 | 480,212 | 544,530 | 566,480 | 21,950 | 593,551 |
| Services and Supplies | 45,410 | 44,658 | 49,020 | 54,020 | 5,000 | 48,877 |
| Other Charges | 30,389 | 34,040 | 35,697 | 35,717 | 20 | 35,717 |
| Net Appropriations | 526,935 | 558,910 | 629,247 | 656,217 | 26,970 | 678,145 |
| Contingencies/Dept Reserves | 10,875 | 19,225 | 12,615 | 15,615 | 3,000 | 15,615 |
| TOTAL REQUIREMENTS | 537,810 | 578,135 | 641,862 | 671,832 | 29,970 | 693,760 |
| NET COUNTY COST | 519,871 | 537,047 | 591,561 | 618,099 | 26,538 | 640,027 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

BOS District 4 (1140B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

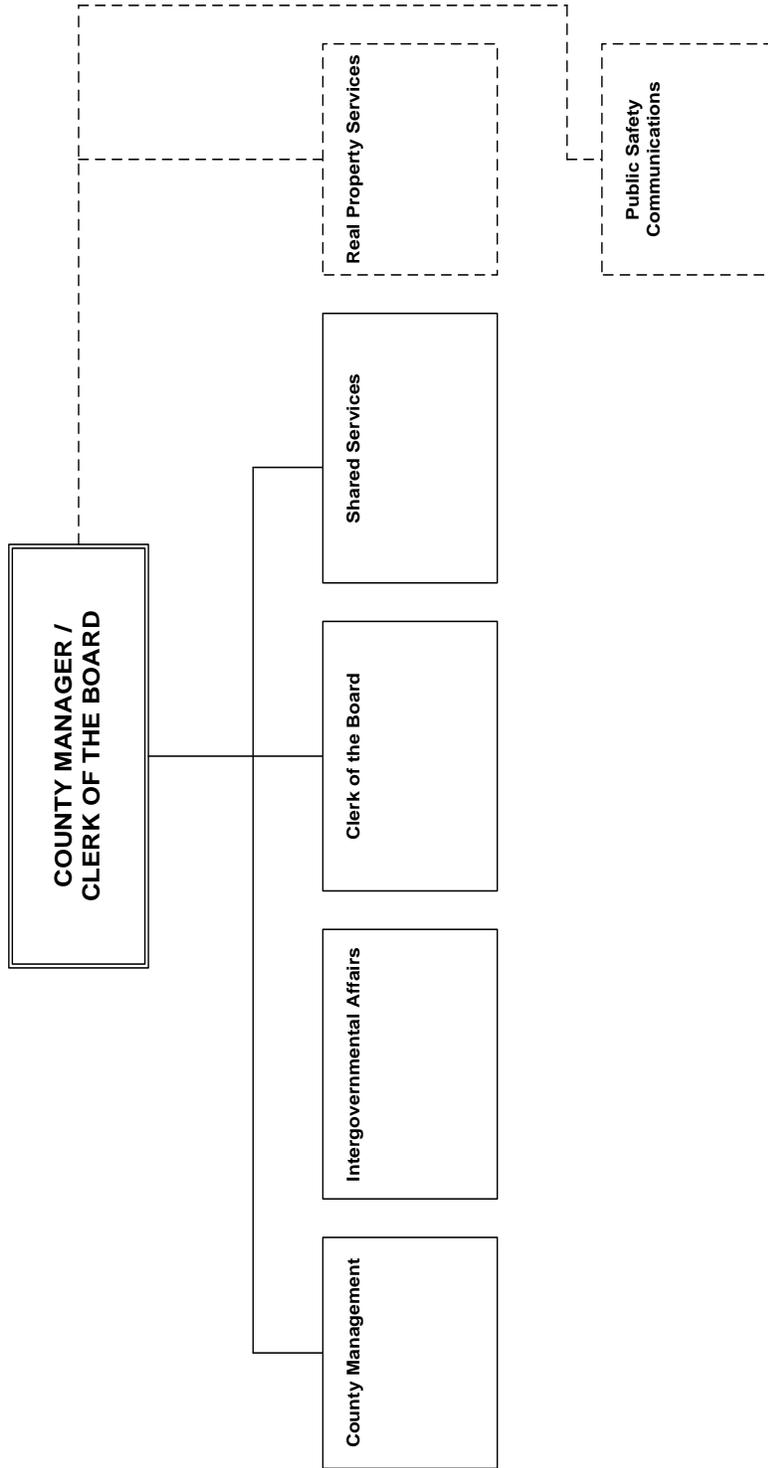
| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fund Balance | 34,901 | 116,837 | 119,651 | 107,693 | (11,958) | 107,693 |
| TOTAL SOURCES | 34,901 | 116,837 | 119,651 | 107,693 | (11,958) | 107,693 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 371,022 | 457,807 | 504,616 | 550,158 | 45,542 | 581,798 |
| Services and Supplies | 44,750 | 55,525 | 85,800 | 79,100 | (6,700) | 73,100 |
| Other Charges | 32,084 | 34,937 | 35,243 | 35,022 | (221) | 35,022 |
| Net Appropriations | 447,856 | 548,268 | 625,659 | 664,280 | 38,621 | 689,920 |
| Contingencies/Dept Reserves | 12,458 | 33,016 | 49,836 | 29,836 | (20,000) | 29,836 |
| TOTAL REQUIREMENTS | 460,314 | 581,284 | 675,495 | 694,116 | 18,621 | 719,756 |
| NET COUNTY COST | 425,413 | 464,447 | 555,844 | 586,423 | 30,579 | 612,063 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

BOS District 5 (1150B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

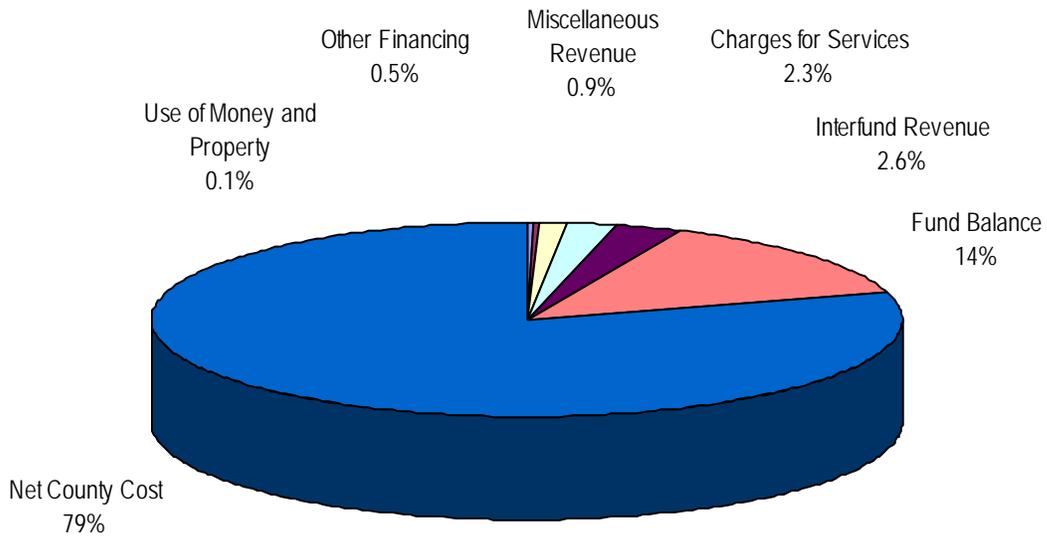
| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | | 525 | | | | |
| Total Revenue | | 525 | | | | |
| Fund Balance | 2,293 | 50,599 | 31,180 | 37,416 | 6,236 | 37,416 |
| TOTAL SOURCES | 2,293 | 51,124 | 31,180 | 37,416 | 6,236 | 37,416 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 470,490 | 550,319 | 537,545 | 560,424 | 22,879 | 582,475 |
| Services and Supplies | 33,868 | 36,613 | 43,545 | 43,545 | | 43,409 |
| Other Charges | 32,790 | 35,537 | 34,741 | 36,418 | 1,677 | 36,418 |
| Net Appropriations | 537,148 | 622,469 | 615,831 | 640,387 | 24,556 | 662,302 |
| Contingencies/Dept Reserves | 11,822 | 15,931 | 12,931 | 12,931 | | 12,931 |
| TOTAL REQUIREMENTS | 548,970 | 638,400 | 628,762 | 653,318 | 24,556 | 675,233 |
| NET COUNTY COST | 546,677 | 587,276 | 597,582 | 615,902 | 18,320 | 637,817 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

COUNTY MANAGER / CLERK OF THE BOARD

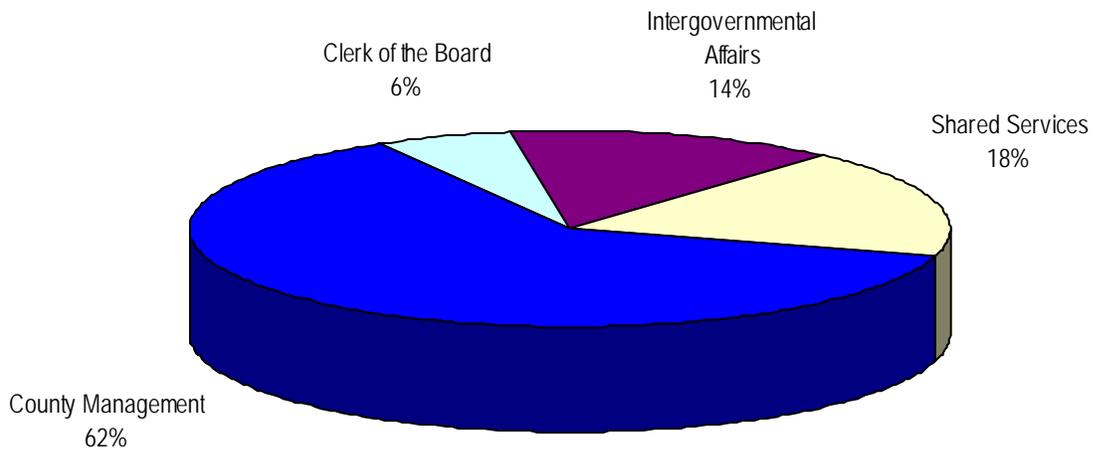


County Manager / Clerk of the Board

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

Collaborative Outcome

Board of Supervisors

▷ **County Manager / Clerk of the Board**

Real Property Services

Assessor-County Clerk-Recorder

Controller's Office

Treasurer-Tax Collector

Retirement (*SamCERA*)

County Counsel

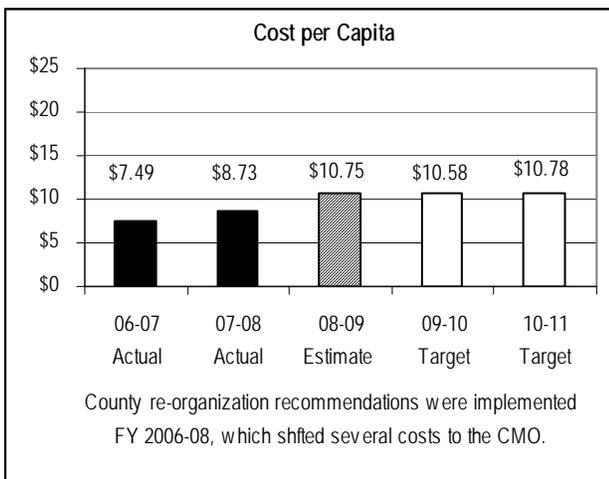
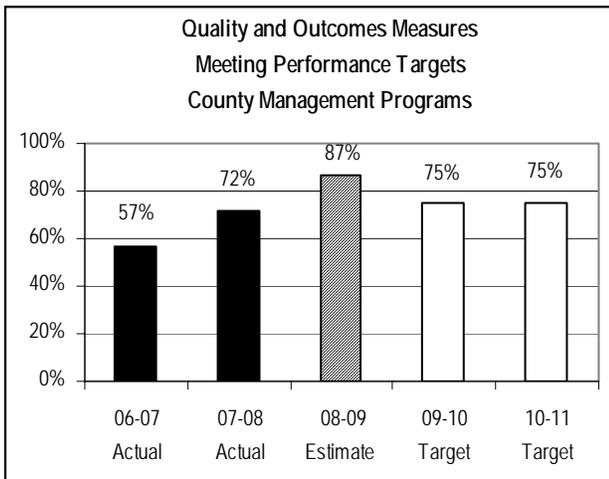
Information Services Department

Non-Departmental Services

Construction Funds

Debt Service Fund

Department Measures



Department Mission Statement

The County Manager / Clerk of the Board implements the policies and goals established by the Board of Supervisors for the residents of San Mateo County by planning, directing and coordinating the work of County departments; preparing the County budget and monitoring financial and operational performance; administering the legislative program and coordinating Countywide public affairs and events; preparing agenda items and providing support to the Board for its public meetings; providing high quality dispatch and communications services to the public and public safety agencies; and procuring quality goods and services, distributing internal and U.S. Mail and providing copying services for County departments.

Contributions to Shared Vision 2025 (Fiscal Years 2000-2008)

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 played a major role in carrying out the County's Shared Vision 2010 and 2025 community processes led by the Board of Supervisors. This included community forums conducted throughout the county in 1999-2000 and 2007-08, which engaged broad community participation and resulted in the Board's adoption of 10 commitments and 25 goals for Shared Vision 2010, and 5 outcome vision statements for Shared Vision 2025. In 2005, the Update of Progress Measures 2005 report, a report card and an accounting of the initiatives that have been undertaken which contribute to the Shared Vision goals, was prepared to provide a summary of progress since 2000.

• **Outcome-Based Management (OBM)**

Budget and Performance began implementing the Outcome-Based Management (OBM) system in 2000 to integrate the County's Shared Vision 2010 commitments and goals into the planning, priority-setting, performance measurement and resource allocation processes of County departments. OBM results in program plans and budgets that are in alignment with County goals, as well as operational and financial performance measures that are used to track progress toward goal achievement. OBM will continue to evolve as the transition occurs to align the County organization with Shared Vision 2025.

• **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 and additional budget analyst support was provided to multiple departments through a rotating position.

San Mateo County Video

Intergovernmental and Public Affairs created 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.

Citizens Academy / Boards and Commissions

In collaboration with the Board of Supervisors and County departments, the Intergovernmental and Public Affairs Unit provides residents with the opportunity to learn about the local government process by offering Citizens Academy. PenTV provides educational programming including the airing of Board of Supervisors meetings. The Clerk of the Board provides information and processes applications of Citizens Academy graduates and other residents who are interested in serving on County Boards and Commissions.

Achieved Highest Credit Ratings from Moody's and Standard and Poor's

As part of efforts to refinance the 2003 Youth Services Center bonds, the County Manager's Office led efforts to pursue underlying credit ratings to replace the use of insurance as a credit enhancement when issuing bonds. San Mateo County was rated Aa1 by Moody's and AA+ by Standard and Poor's, making it the highest rated county in California.

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.

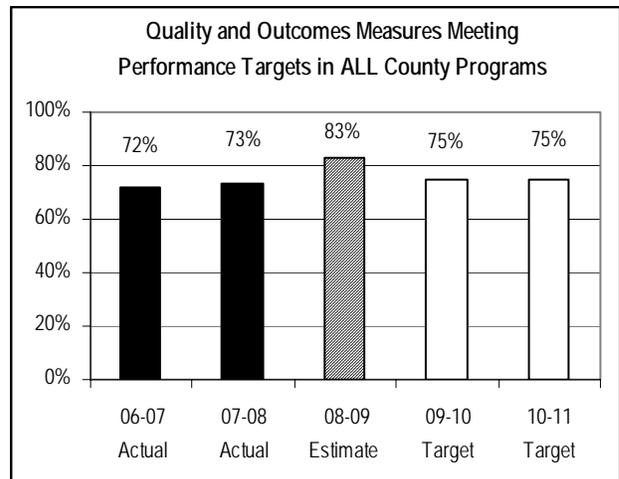
Environmentally Conscious Community: Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

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 foodware 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 2008-09

COLLABORATIVE COMMUNITY

- Began organization-wide changes to transition to Shared Vision 2025 community outcomes structure
- Developed an Economic Urgency Assistance Program to work collaboratively with community based organizations to meet the needs of families and individuals affected by the economic downturn.
- Piloted the Access San Mateo community service request and email project
- Piloted Peak Democracy community engagement tool using Constitutional Convention as the first online forum

- Convened classes conducted by the Peninsula Conflict Resolution Center on community meeting facilitation and improving customer service for Community Services staff
- Supported Board-led efforts to recover investment losses incurred from the Lehman bankruptcy and improve the County Investment Policy and investment function in the Treasurer's Office
- Was upgraded from AA+ issuer rating to AAA by Standard and Poor's in October 2008, making San Mateo County one of only two California counties with AAA rating
- Continued to be the highest-rated California county with affirmation of Aa1 issuer rating from Moody's Investors Service
- Completed Grants Manual in collaboration with departments and the County's Grand Jury auditors to comply with Single Audit reporting requirements
- Transferred all or a portion of six court facilities to the State in keeping with the Trial Court Facilities Act of 2002
- Achieved the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 5th year

PROSPEROUS COMMUNITY

- Coordinated a countywide internship program through the Recruiting Young and Diverse Employees (RYDE) workgroup that included four group events for all County interns
- Developed a multi-department rotating internship position for summer 2009 through the Cal-ICMA regional internship program

ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Established a Green STAR award to encourage and recognize environmentally conscious leadership and action within County departments
- Adopted an ordinance banning the purchase of bottled water with County funds
- Created the San Mateo County Green Portal on the County web site to provide information about County green initiatives and accomplishments and offer easy public access to the County Green Team
- Produced, in conjunction with PenTV, the "Making Green Easy" video highlighting the green programs in the County and offering green tips for the community
- Developed and distributed a "Green Event Guide" for county and community events

Major Issues to be Addressed

- **Structural Budget Gap and Increased Demand for Services**—Major declines 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 \$96 million by FY 2013-14 due to the effects of property reassessments, continued declines in state and local sales tax revenues, the estimated impact of the State budget, and a 50%

increase in retirement contributions due to investment losses in the Retirement Fund. Reserves and excess Education Revenue Augmentation Funds (ERAF) have been used to balance the budget to minimize the impact on direct services. These funds will soon be needed for repairs and improvements to aging County facilities, construction and maintenance of new facilities, upgrades to technology and other infrastructure, and contributions toward unfunded liabilities.

- **Succession Planning**—A significant percentage of the County's executive and mid-level managers are now eligible to retire, and projections indicate that a quarter of all County employees will be retiring in the next five years. This will result in the loss of institutional knowledge and highly experienced managers and staff, emphasizing the need for the County to retain and develop existing employees, involve new managers in Countywide planning processes and workgroups, improve process documentation, and explore other solutions to ensure smooth transitions.

Key Department Initiatives

1. Five-Year Plan to Eliminate Structural Budget 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 will increase the County's contributions by at least 50%
- Reserves are currently being used to balance the budget

Goal:

- Eliminate \$96 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
- Provide public and employee access to current budget information on the County website
- Implement multi-departmental strategies and program-specific reductions to reduce costs while minimizing direct service impacts and maintaining or improving long-term outcomes
- Engage employees in developing budget solutions
- Eliminate General Fund subsidies to County Fire and Sanitation Districts and reduce the General Fund contribution to the San Mateo Medical Center to a level

consistent with Welfare and Institutions Code §17000 indigent health care obligation, with a target contribution of \$50 million

- Limit future use of excess ERAF to facility and technology infrastructure improvements, productivity enhancements, cost avoidance, reduction of unfunded liabilities, and other one-time uses

Major Milestones:

- Conducted Board study sessions to obtain direction on five-year plan to eliminate the structural budget gap by 2013 (December 2007 and December 2008) and implemented hiring freeze and directed departments to maintain a 5% vacancy rate and 2% minimum reserves (December 2007)
- Established regular 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)
- Reduced future retiree health contributions by prefunding the County's liability and capping monthly contributions for new management employees (May 2008)
- Launched County Budget Intranet site for employees to submit revenue and cost savings suggestions (June 2008)
- Began planning for community outreach on the County budget (January 2009)
- 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)
- Reduced General Fund subsidy to the Medical Center from \$72 million to \$68 million (May 2009)

Partners:

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

FY 2009-10 Budget Impact:

Net County Cost targets were established to generate over \$15 million in budget solutions from operating departments, including a \$4.4 million reduction in the General Fund contributions to the Medical Center.

2. Preschool to College Community Collaborative

Alignment to Shared Vision:

- Prosperous Community

Major issue to be addressed:

- The need for strengthened community collaborations to identify and develop best practices to eliminate the achievement gap in order to better prepare San Mateo County students to succeed in a rapidly changing, global competitive market place;
- Foster collaboration and coordination among educational systems, local agencies and our business community; and

- Increase awareness of the link between an educated citizenry and a healthy economy.

Goal

- Better align educational systems with current and future workforce needs;
- Establish a San Mateo County P-18 Community Collaborative; and
- Prepare a San Mateo County P-18 Community Strategic Plan.

Objective

- San Mateo County residents are able to meet the workforce needs of current and emerging industries; and
- Ensure San Mateo County is able to attract and retain leading edge industries.

Major Milestones:

- 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.
- Agreement to develop a broad and inclusive community workgroup to initiate a Preschool to College Community Collaborative
- Completed data and literature analysis

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 2009-10 Budget Impact:

Potential visioning consultant costs were included in the 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 Deceleration, 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 CO₂ 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
- 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 Departments purchasing vehicles must 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, the Green BBQ and staffed information tables at many County events including the farmer's markets

Partners:

- County Departments
- County Employees
- Community based organizations
- Local Businesses

FY 2009-10 Budget Impact:

Net County Cost targets were established to generate over \$15 million in budget solutions from operating departments, including a \$4.4 million reduction in the General Fund contributions to the Medical Center.

Other Significant Objectives by Program

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

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

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

County Management

- 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 an overall participant satisfaction rating of at least 90% from training participants
- Establish baselines to measure outcomes of Green Initiatives – % of departments getting "passing" grades on the Green Report card, number of people benefiting from County Green education efforts and tons of CO₂ eliminated (data development)
- Establish resident satisfaction measure for unincorporated areas (data development)

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%

Intergovernmental and Public Affairs

- Engage, educate and empower the community
- Strengthen the County's advocacy program
- Enhance County's Profile in the community

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)

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

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 133,689 | 138,215 | 127,300 | 13,100 | (114,200) | 13,100 |
| Charges for Services | 194,288 | 190,115 | 200,552 | 208,998 | 8,446 | 208,998 |
| Interfund Revenue | 275,930 | 206,472 | 281,472 | 232,532 | (48,940) | 232,532 |
| Miscellaneous Revenue | 87,938 | 144,457 | 75,499 | 84,450 | 8,951 | 84,450 |
| Other Financing Sources | 1,768 | 2,261 | 46,863 | 48,918 | 2,055 | 48,918 |
| Total Revenue | 693,613 | 681,520 | 731,686 | 587,998 | (143,688) | 587,998 |
| Fund Balance | 664,974 | 1,052,037 | 1,777,770 | 1,247,168 | (530,602) | 1,147,168 |
| TOTAL SOURCES | 1,358,587 | 1,733,557 | 2,509,456 | 1,835,166 | (674,290) | 1,735,166 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 4,464,853 | 5,350,941 | 5,917,080 | 5,915,984 | (1,096) | 6,223,571 |
| Services and Supplies | 995,421 | 1,128,872 | 1,859,488 | 2,028,470 | 168,982 | 1,851,800 |
| Other Charges | 1,525,579 | 1,784,056 | 1,935,069 | 988,280 | (946,789) | 913,280 |
| Fixed Assets | | | | 10,000 | 10,000 | |
| Gross Appropriations | 6,985,853 | 8,263,869 | 9,711,637 | 8,942,734 | (768,903) | 8,988,651 |
| Intrafund Transfers | (640,426) | (619,484) | (693,184) | (677,058) | 16,126 | (665,877) |
| Net Appropriations | 6,345,428 | 7,644,385 | 9,018,453 | 8,265,676 | (752,777) | 8,322,774 |
| Contingencies/Dept Reserves | 248,419 | 565,488 | 683,250 | 683,250 | | 658,250 |
| TOTAL REQUIREMENTS | 6,593,847 | 8,209,873 | 9,701,703 | 8,948,926 | (752,777) | 8,981,024 |
| NET COUNTY COST | 5,235,260 | 6,476,316 | 7,192,247 | 7,113,760 | (78,487) | 7,245,858 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 40.0 | 40.0 | 40.0 | 40.0 | | 40.0 |
| Funded FTE | 39.0 | 39.5 | 39.5 | 39.5 | (0.0) | 39.5 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$674,290 or 26.9% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Use of Money and Property

There is a net decrease of \$114,200 in this funding source primarily due to the transfer of the Marin Day Schools contract and revenue from Memberships and Contributions to the Human Resources Department.

Charges for Services

There is a net increase of \$8,446 in this funding source due to increased reimbursement from the PenTV JPA for increased salary and benefits costs for the Media Coordinator position responsible for PenTV activities.

Interfund Revenue

There is a net decrease of \$48,940 in this funding source primarily due to: a transfer to the Department of Public Works for membership costs and reimbursement revenue in the amount of \$27,538 for the PenTV Joint Powers Authority (JPA); elimination of a \$20,000 reimbursement from the Half-Cent Transportation Fund for lobbying costs; and a reduction of \$3,522 in Shared Services as a result of reduced reimbursement for the Copy Center; and an increase of \$2,120 for miscellaneous reimbursements.

Miscellaneous Revenue

There is an increase of \$8,951 in this funding source primarily due to increased reimbursements for the sale of surplus property in the Shared Services Program.

Other Financing Sources

There is an increase of \$2,055 in this funding source as reimbursement from the Courts for the increased cost of the shared Criminal Justice Information System (CJIS) Information Technology Manager position.

Fund Balance

There is a net decrease of \$530,602 in this funding source primarily due to use of Fund Balance for purchases and one-time projects completed in FY 2008-09.

TOTAL REQUIREMENTS

Total Requirements decreased by \$752,777 or 7.8% from the FY 2008-09 Revised to the FY 2009-10 Recommended due to the following changes:

Salaries and Benefits

There is a net decrease of \$1,096 in this expenditure category primarily due to reductions made to more than offset the cost of merit and annualized labor cost increases.

Services and Supplies

There is a net increase of \$168,982 in this expenditure category primarily due to the addition of \$350,000 for the Re-Entry Program. One-time costs in the amount of \$125,898 for the implementation of recommendations made by the Internal and External County Communications Task Force have been eliminated. Net reductions in the amount of \$55,120 have been made to various operating costs such as automation, training, printing, and mailing.

Other Charges

There is a net decrease of \$946,789 in this expenditure category primarily due to reductions in the Memberships and Contributions budget including: the transfer of Homework Center contracts in the amount of \$400,000 to the Human Services Agency; transfer of the Marin Day Schools contract in the amount of \$115,000 to the Human Resources Department; a reduction of a \$25,000 contribution to the Parks Foundation; transfer of \$25,000 to Environmental Health for the Pharmaceuticals Program; transfer of \$36,000 to the Human Services Agency for the administration of the Math and Science Program; and elimination of miscellaneous one-time contributions in the amount of \$153,405. One-time projects and contracts in the amount of \$192,384 have been eliminated. Reductions more than offset increases in ongoing service charges from other County departments.

Fixed Assets

There is an increase of \$10,000 in this expenditure category to replace a server that has reached the end of its useful life. The purchase of this equipment is part of a planned long-term automation replacement process.

Intrafund Transfers

There is a net decrease of \$16,126 in expenditure reimbursements primarily due to a decrease in the reimbursement from the Human Services Agency for a portion of the cost of the Legislative Coordinator position in the Intergovernmental and Public Affairs Unit. There is an increase in the reimbursement from other County departments for the cost of the CJIS Administrator position.

Contingencies / Departmental Reserves

There is a no change to Reserves. The balance in Reserves represents 8.3% of Net Appropriations, which exceeds the County Reserves Policy requirement by \$517,936.

NET COUNTY COST

There is a net decrease of \$78,487 or 1.1% in this Department's General Fund allocation primarily due to the elimination of one-time appropriation for memberships and contributions, projects, and purchases, which has more than offset cost increases.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$100,000 or 5.5% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Fund Balance

There is a decrease of \$100,000 due to the elimination of Fund Balance used for one-time costs for the implementation of recommendations made by the Communications Task Force.

TOTAL REQUIREMENTS

Total Requirements increased by \$32,098 or 0.4% 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 \$307,587 in this expenditure category primarily due to merit increases and retirement and retiree health costs.

Services and Supplies

There is a net decrease of \$176,670 in this expenditure category primarily due to the elimination of one-time purchases and projects.

Other Charges

There is a net decrease of \$75,000 in this expenditure category primarily due to the elimination of one-time contributions in the Memberships and Contributions budget.

Intrafund Transfers

There is a net decrease of \$11,181 in this expenditure category primarily due to decrease in Mail Services pass-through costs commensurate with the overall reduction in mail equipment rental and maintenance costs.

Contingencies / Departmental Reserves

There is a decrease of \$25,000 in Reserves. The balance in Reserves represents 7.9% of Net Appropriations, which exceeds the County Reserves Policy requirement by \$491,795.

NET COUNTY COST

There is a net increase of \$132,098 or 1.9% in this Department's General Fund allocation primarily due to merit increases and retirement and retiree health costs.

County Management (1210P)

Program Locator

County

Administration and Fiscal

County Manager / Clerk of the Board

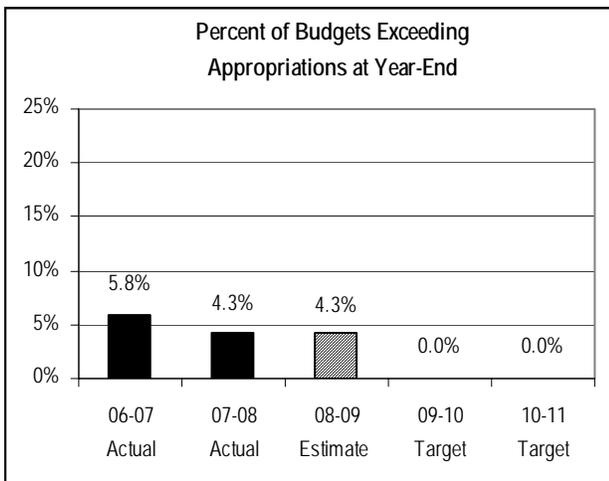
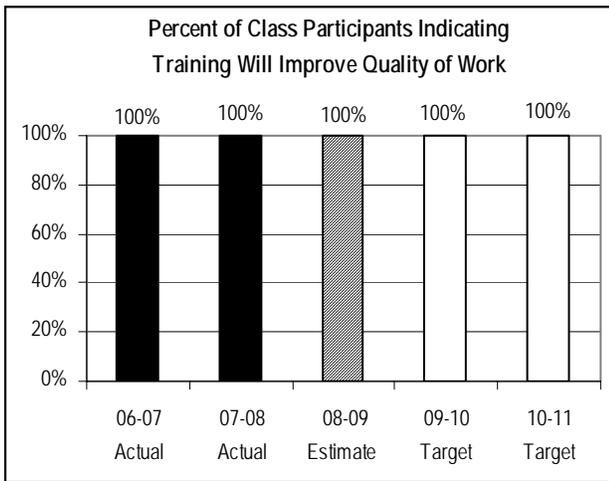
▷ **County Management**

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, oversees Intergovernmental and Public Affairs, Clerk of the Board, Public Safety Communications, Office of Economic Development, and Shared Services (Purchasing, Surplus Property, Mail and Copy Center) functions, to achieve County goals and implement policies set by the Board of Supervisors.

Services and Accomplishments

County Management includes Administration and Support and Budget and Performance functions of the County Manager / Clerk of the Board. These functions primarily contribute to the 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, Real Property Services, Public Safety Communications, and Shared Services (Purchasing, Surplus Property, Mail Services, Copy Center), and administers contracts with the San Mateo County Bar Association for Private Defender or indigent defense services, and CAL FIRE for fire protection services in unincorporated areas not in other fire protection districts and county service areas.

The following are major accomplishments in the current year:

- Updated the five-year plan to eliminate the County's structural budget imbalance by 2013, conducted a study session with the Board and provided regular budget updates, and implemented ongoing communications with employee organizations and other key stakeholders, including creation of an Intranet site for employee budget suggestions and Internet access to current budget information on the County website
- Implemented the following Green Initiatives: established a Green STARS Award category, implemented the bottled water ordinance, created a Green Portal, produced PenTV "Making Green Easy" video, developed "Green Event Guide" for county and community events
- Developed Economic Urgency Assistance Program to work collaboratively with community-based nonprofit organizations to meet the needs of families and individuals affected by the economic downturn.
- Received the highest credit ratings for a California county from Moody's (Aa1 affirmed) and Standard & Poor's (AAA upgrade)
- Coordinated the Countywide internship program through the Recruiting Young and Diverse Employees workgroup and developed multi-department rotating internship position for summer 2009 through Cal-ICMA Regional Internship Program
- Transferred all or a portion of six court facilities to the State in keeping with the provisions of the Trial Court Facilities Act of 2002
- Received the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation award for the fifth consecutive year

Story Behind Performance

County Management leads efforts to improve operational and financial performance in all County programs. County programs are expected to meet current year performance targets for 83% of

Quality and Outcomes measures, exceeding the Countywide target of 75%. It is estimated that 18 of 22 departments / budget units will meet or exceed the 75% target by the end of the fiscal year. Four departments will not meet targets due to the effects of the economic downturn on achieving efficiencies and managing workloads. The management review of the Assessor-Clerk-Recorder-Elections department is almost complete. Preliminary findings and recommendations will be presented to the Board Finance and Operations Committee in June / July.

County Management also contributes to Shared Vision goals by effectively managing the County's budget. A five-year plan to eliminate the County's structural budget imbalance by 2013 was approved by the Board in December 2007. Of the 69 budgets monitored, three, or 4.3% will exceed appropriations by year-end. The departments that may exceed target by year-end include Fire Protection, Structural Fire, and Assessor-County Clerk-Recorder. The County Manager's Office (CMO) meets regularly with Fire Services staff and is in the process of developing a plan to bring costs within budget by year-end. The CMO is working with the Assessor's Office to put a plan in place to reduce the anticipated shortfall by year-end.

The Budget and Performance Unit expects to provide training for more than 300 fiscal officers and program staff with 100% of survey respondents rating overall satisfaction as good or better. In addition to asking about overall satisfaction with classes, surveys ask if participants believe that the class will help them improve the quality of their work. As of mid-year, 100% of class participants indicated that the quality of their work is expected to improve. Classes cover at least the following topics: Budget Development for new Fiscal Officers; Budget Development for new Program Managers; How to Develop and Monitor a Salaries and Benefits Budget; Budget Monitoring Basics; and How to Navigate the BRASS Budget System. The Budget and Performance Unit also conducts customized trainings on a variety of subjects such as Outcome Based Management for those departments that request it.

Major Challenges over the next two years will be:

- To eliminate the structural budget deficit by 2013 given continued decline in property taxes, significant reductions in state funding and increases in retirement contributions
- To ensure prevention and early intervention strategies are effective in demonstrating improved outcomes for clients and the community and result in reduced systemwide costs, and are built into both the redesign of the county's health system and the construction of the new jail, to reduce recidivism, improve health, and achieve self-sufficiency for patients and clients that frequently use County-run institutions like the jail and hospital

Program Objectives

County Management will meet performance targets by doing the following:

Maintain 0% of Budgets Exceeding Appropriations at Year- End

- Continue multi-year forecasting for early identification of major budget issues
- Establish regular monitoring meetings with the Assessor and Probation departments to achieve savings targets
- Continue regular monitoring meetings with the Medical Center to ensure execution of budget balancing initiatives
- Develop full cost plan and uniform methodology for calculating fees to include recovery of indirect costs
- Create Fee Policy to ensure ongoing fee updates where cost recovery is possible

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

- Implement organization-wide changes to align programs and services to five Shared Vision 2025 community outcomes
- Prepare three-year budget targets to eliminate the General Fund structural imbalance by FY 2013 and align resources and performance toward Shared Vision 2025 outcomes and community priorities
- Complete management review of Assessor-Clerk-Recorder-Elections department and develop ongoing structure for future management reviews
- Explore implementation of a biennial or triennial budget to free up staff time to conduct performance reviews, improve performance reporting, support departmental performance improvement efforts, conduct additional training and provide other value-added services to departments
- Explore development of a 211 / 311 phone system for the County
- Continue to implement succession planning initiatives
- Support the 2010 Census effort

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

- Incorporate department input and participation in developing learning objectives
- Implement recruitment and training plan to bring in trainers and presenters from operating departments

Establish Baseline Data to Measure Outcomes of Green Initiatives

- Measure the number of people benefiting from County Green education efforts (measure is portal hits plus event attendance plus some measure of PenTV viewers of video)
- Measure the percent of departments getting "passing" grades on the Green Report card
- Measure tons of CO₂ eliminated due to County green initiatives

Establish Resident Satisfaction Measure and Baseline for Unincorporated Areas

- Promote and maintain the SMCNews view only blog for residents of the unincorporated area

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|--------------------------|---------------------------|--------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of budgets monitored | 69 | 70 | 69 | 69 | 69 |
| Number of performance measures monitored: | | | | | |
| - Quality and Outcome measures | 556 | 572 | 597 | 597 | 597 |
| - Workload and other measures | 456 | 472 | 483 | 483 | 483 |
| Training sessions: | | | | | |
| - Number of sessions offered | 12 | 11 | 13 | 13 | 13 |
| - Number of participants | 230 | 180 | 300 | 300 | 300 |
| Number of people benefitting from County Green education efforts (data development) | --- | --- | --- | --- | --- |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of budgets exceeding appropriations at fiscal year-end | 5.8% | 4.3% | 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) | --- | --- | --- | --- | --- |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Amount and percent of General Fund Contingencies and Non-Departmental Reserves used during the fiscal year ⁽¹⁾ | \$13.0 million / 8.1% | \$67.6 million / 36.3% | \$15.9 million / 9.8% | \$0 / 0% | \$0 / 0% |
| Number and percent Quality and Outcome measures meeting performance targets for ALL County Programs | 400 / 72% | 418 / 73% | 495 / 83% | 448 / 75% | 448 / 75% |
| Percent of survey respondents who indicated training sessions provided information that will improve the quality of their work | 100% | 100% | 100% | 100% | 100% |
| Tons of CO ₂ eliminated due to County green initiatives (data development) | --- | --- | --- | --- | --- |

(1) Total FY 2008-09 General Fund Contingencies and Non-Departmental Reserves is \$162,303,279. The Board approved the use of \$15,898,431 in Reserves for the following: Samaritan House for \$70,000; Youth Services Center 2008 bond refunding for \$11,800,000; Court facility seismic retrofit for \$420,000; Medium Security Facility security for \$197,840; the Elections warehouse move for \$90,441; Elections cost overruns for \$998,150; Economic Urgency Response Initiative for \$500,000; and the special election on May 19, 2009 for \$1,822,000.

County Management (1210P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 17.0 | 17.0 | 17.0 | 17.0 | | 17.0 |
| Funded FTE | 16.5 | 17.0 | 17.0 | 17.0 | | 17.0 |
| Total Requirements | 4,100,673 | 5,178,386 | 6,188,271 | 5,566,058 | (622,213) | 5,601,637 |
| Total Sources | 935,607 | 1,145,499 | 1,573,013 | 1,033,799 | (539,214) | 1,033,799 |
| Net County Cost | 3,165,066 | 4,032,887 | 4,615,258 | 4,532,259 | (82,999) | 4,567,838 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 336,886 | 591,726 | 254,840 | 591,726 |
| Non-Mandated Services | | | 4,278,372 | 3,940,533 | (337,839) | 3,976,112 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$4,532,259 or 81.4%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements as well as the following Non-Mandated Services: County memberships and contributions.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). Fund Balance used for one-time projects and purchases in FY 2008-09 has been eliminated. Revenue and contract costs for Marin Day Schools has been transferred to the Human Resources Department and one-time contributions have been eliminated. There is a minor reduction in reimbursements for support services provided to other departments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (539,214) | (576,870) | (5,343) | 0 | (42,999) | 0 |

2. Homework Center Contracts

The administration of contracts between San Mateo County and the San Mateo County Superintendent of Schools for the Homework Centers has been transferred from the County Manager's Office to the Human Services Agency (HSA). These contracts will be monitored by HSA's Education Liaison in Workforce Development. The Homework Centers provide programs for elementary school-aged children to motivate and support academic achievement. Homework Center contract appropriation and associated Net County Cost has been deleted from the Memberships and Contributions budget and added to HSA's budget.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (400,000) | 0 | 0 | (400,000) | 0 |

3. Re-Entry Program

The Service League of San Mateo County was selected as a contractor through a competitive process for re-entry case management and peer mentoring services. The County Manager's Office (CMO) will also fund a Sheriff's Program Services Specialist position that will be responsible for using the Correctional Assessment and Intervention System to conduct screenings to identify jail inmates at high risk of recidivism and for facilitating linkages with pre-release programs and participating in individualized service planning. The position is located in the Sheriff's Office budget and costs will be offset by Program funding in the CMO budget.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 350,000 | 0 | 0 | 350,000 | 0 |

4. Server Replacement

A new server will be purchased to replace an existing server that has reached the end of its useful life. Expenditure was reduced in the current level budget to fully offset the cost of this one-time equipment purchase.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 10,000 | 0 | 0 | 10,000 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (539,214) | (616,870) | (5,343) | 0 | (82,999) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 and retiree health costs. Increases are partially offset with the elimination of appropriation for a server purchased in FY 2009-10, reductions in automation costs, elimination of the contribution to the Parks and Recreation Foundation; and a reduction in Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 60,579 | 0 | (25,000) | 35,579 | 0 |

County Memberships and Contributions

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

| ORGANIZATION | Revised FY 2008-09 | Recommended FY 2009-10 | Change | Recommended FY 2010-11 |
|--|-----------------------|---------------------------|----------------|---------------------------|
| Memberships and Cost Shares: | | | | |
| Alliance for Innovation | 7,500 | 7,500 | 0 | 7,500 |
| Association of Bay Area Governments (ABAG) | 64,931 | 70,624 | 5,693 | 70,624 |
| 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) | 26,080 | 26,079 | (1) | 26,079 |
| Joint Venture Silicon Valley Network | 25,000 | 25,000 | 0 | 25,000 |
| Local Agency Formation Commission (LAFCo) | 96,222 | 87,827 | (8,395) | 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 |
| Memberships Total | 407,682 | 404,979 | (2,703) | 404,979 |
| Contributions: | | | | |
| Arts Providers (various) | 55,000 | 55,000 | 0 | 55,000 |
| Cabrillo Unified School District | 20,000 | 40,000 | 20,000 | 40,000 |
| FishNet 4C | 5,000 | 5,000 | 0 | 5,000 |
| Half Moon Bay / Coastside Chamber | 5,000 | 5,000 | 0 | 5,000 |
| Homework Centers - Cities ⁽¹⁾ | 100,000 | 0 | (100,000) | 0 |
| Homework Centers - County Office of Education ⁽¹⁾ | 300,000 | 0 | (300,000) | 0 |
| Marin Day Schools Contract ⁽²⁾ | 115,000 | 0 | (115,000) | 0 |
| Math and Science Project ⁽³⁾ | 50,000 | 14,000 | (36,000) | 14,000 |
| 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 |
| Peninsula Policy Leadership Council | 33,333 | 0 | (33,333) | 0 |
| PenTV Joint Powers Authority ⁽⁴⁾ | 27,538 | 0 | (27,538) | 0 |

| ORGANIZATION | Revised FY 2008-09 | Recommended FY 2009-10 | Change | Recommended FY 2010-11 |
|--|-----------------------|---------------------------|------------------|---------------------------|
| San Mateo County Library Joint Powers Authority | 150,158 | 157,388 | 7,230 | 157,388 |
| San Mateo County Parks and Recreation Foundation | 100,000 | 75,000 | (25,000) | 0 |
| Sustainable San Mateo County | 9,000 | 9,000 | 0 | 9,000 |
| Contributions Total | 979,504 | 369,863 | (609,641) | 294,863 |
| Sponsorships: | | | | |
| Disaster Preparedness Day | 30,000 | 30,000 | 0 | 30,000 |
| Fatherhood Collaborative | 25,000 | 25,000 | 0 | 25,000 |
| Middlefield Road Cultural Festival | 15,000 | 15,000 | 0 | 15,000 |
| Older Driver Traffic Safety Seminars | 10,000 | 10,000 | 0 | 10,000 |
| Pharmaceuticals Disposal Program ⁽⁵⁾ | 25,000 | 0 | (25,000) | 0 |
| Seniors on the Move Conference | 30,000 | 30,000 | 0 | 30,000 |
| Sponsorships Total | 135,000 | 110,000 | (25,000) | 110,000 |
| | | | | |
| Total | 1,522,186 | 884,842 | (637,344) | 809,842 |

(1) Homework Center contracts have moved from Memberships and Contributions to the Human Services Agency.

(2) The Marin Day Schools contract has moved to the Human Resources Department Benefits Division.

(3) The Math and Science Project has moved to the Human Services Agency. The \$14,000 contribution to Stanford University will remain in this budget unit.

(4) The payment to the PenTV JPA was a pass-through in this budget unit from the Department of Public Works. The payment now will be made directly by the Department of Public Works.

(5) The Pharmaceuticals Disposal program has moved from Memberships and Contributions to Environmental Health.

Intergovernmental Affairs (1214P)

Program Locator

County

Collaborative Community

County Manager / Clerk of the Board

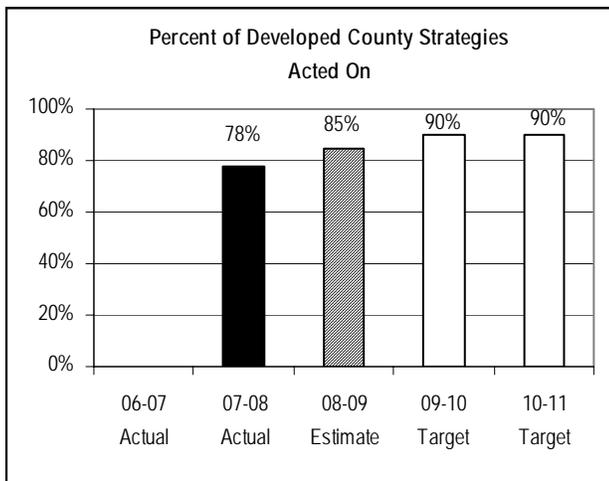
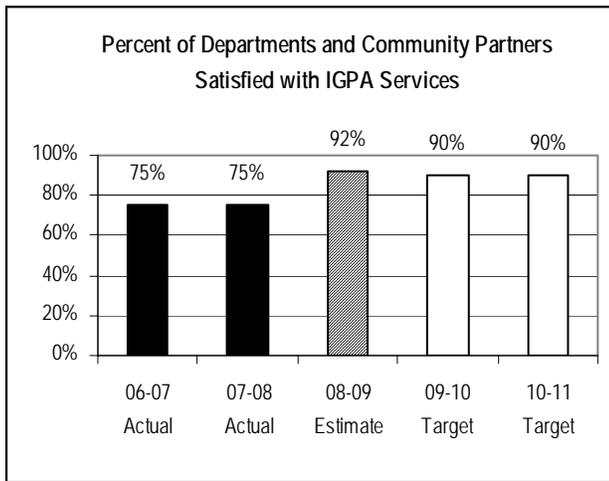
County Management

▷ **Intergovernmental Affairs**

Clerk of the Board

Shared Services

Headline Measures



Program Outcome Statement

The Intergovernmental and Public Affairs Department 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 partnerships, 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 federal funding for four of five requests: Solar Genesis Project, Gender Responsive Corrections Programming, Public Health Laboratory improvements and the San Mateo County Children's Receiving Home.
- Secured amendment in the federal Emergency Economic Stabilization Act of 2008 to enable local government access to the Troubled Assets Relief Program (TARP) funds; organized and led a national advocacy workgroup of more than 100 local agencies that suffered investment loss due to Lehman bankruptcy; secured introduction of S. 116 (Feinstein) and H.R. 467 (Speier) to direct Treasury to use TARP funds for municipalities; retained an economist to complete an analysis of the Lehman loss to the County; and coordinated the panel presentation on the Lehman loss for the Congressional hearing before House Financial Services Committee.
- Sponsored Assembly Bill 787 (Hill) to improve outcomes of juvenile offenders and Assembly Bill 861 (Ruskin) to consolidate contracts for infectious disease programs to improve government efficiency.
- Recovered \$8 million reimbursement from the State for Medi-Cal pharmacy and lab pilot project.
- Hosted informational hearings on Proposition 5, the Non-Violent Offender Rehabilitation Act; and conducted two legislative training opportunities for staff, including a field trip seminar in the State Capitol for the Executive Leadership Academy participants.

Communications

- Produced and hosted a series of PenTV shows on County programs and services called *SMCTV* highlighting adoption services, jail replacement to improve safety, social services resources, autism and emergency preparedness.
- Led the County Communications Workgroup, a multi-department effort to create a countywide communications policy, jointly solve

communications challenges and develop communications strategies.

- Improved relations with media and enhanced efforts of media to cover local issues as a member of the Board of Directors of the San Francisco Peninsula Press Club and hosted 2008 holiday "thank you" event in the Hall of Justice pressroom.
- Supported efforts to enhance communication with unincorporated areas, including developing content for association newsletters and new blog, *SMCNews*
- Assisted countywide civic engagements efforts, including supporting numerous public meetings and speaking at events to highlight County programs and services including three community forums on jail needs in collaboration with the Board of Supervisors and Sheriff's Office.
- Led the Urgent Economic Response communication effort including the development of web landing page to access community resources.

Strategic Planning and Special Projects

- Prepared the Shared Vision 2025 process and progress report.
- Conducted focus groups to identify improved web access for the community that resulted in the development of a County Web Strategic plan.
- Helped to initiate the pilot *Comcate, Access San Mateo*, a 24-7 on-line citizen relationship management system; *GovDelivery* system to manage constituency correspondence; and *Peak Democracy*, an online "town hall" forum.
- Initiated and assisted in the selection of Web translation service to enhance multilingual access to information.

Story Behind Performance

In FY 2008-09, the Legislative Program experienced a number of challenges in advancing the County's legislative interests. The most significant was the protracted state budget negotiations and five extraordinary Legislative Sessions. The almost year-long budget process required continual critical analysis of the several complex budget proposals. As a result, the Legislative Program spent disproportionate efforts engaged in the state budget deliberations. Not unlike local revenues, state revenues continue to contract, despite a February solution, state revenue estimates are off by as much as \$8 billion dollars. And the May 19 State special election ballot measures portend an additional shortfall of \$6 billion dollars. As a result state budget issues will remain a priority during the coming year. During these rancorous budget negotiations, political retribution was often achieved through vetoes. In fact an unprecedented 35 percent of all legislation that came before the Governor was vetoed. San Mateo County proposals were counted among the victims: of the 16 bills that the County supported, only seven were signed into law; six were vetoed.

Recognizing and embracing that ongoing fiscal challenge, the Legislative Program priority strategy was to more fully engage the community and stakeholders. The Legislative Program conducted three forums during the year: "Making the Capitol Connections" the

Executive Leadership Academy Legislative Process and the 2009 Legislative Tour of Safety Net Services.

Equally, the Legislative Program efforts were uniquely focused on strategies to secure federal relief for the County pool investment exposure resulting from the Lehman Brothers bankruptcy. This required the formation of a statewide-growing to a nationwide-coalition of affected state and local agencies. Considerable efforts were undertaken to identify and 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 in Washington D.C., and a second field hearing. An economist was retained to complete an analysis of the salutary effects on the economy were federal bailout funds used to restore the \$155 million pool funds.

The Legislative Director position was held vacant for an extended period during the year, while the recruitment process was completed, followed with the subsequent recruitment and hiring of a Legislative Coordinator. Additionally, the County has been without full-time state legislative advocacy for several months. As a result, the Legislative Program was not fully staffed during a considerable portion of the year. A successful selection process was completed and on May 1, 2009 the County retained full-service state government liaison services.

The Communications Program worked closely with departments throughout 2008-09 to improve public communications, build relationships with media representatives and the community. These efforts included researching, writing and editing outreach materials for the public and media, acting as a liaison where appropriate between the media and specific County department or officials, acting as County spokesperson when appropriate, anticipating communication needs and ensuring clarity, accuracy and consistency in County communications. In the coming year the Communications Program will focus efforts on a number of strategies with the same goals in mind: Enhancing the County's profile in the community and assisting departments in reaching communications objectives.

Reaching members of the public at a time of declining newspaper readership overall and the growing diversity of San Mateo County is among the major challenges for the Communications Program. As such, the Communications Program is working closely with departments, community organizations and news media including local bloggers, ethnic media and other outlets – to develop new strategies for fostering improved communications. With the completion of a San Mateo County Web Strategic Plan this year, there is new direction to improve access to County information online. Already visits to the County's website has risen from 1,372,000 in 2007 to 1,663,517 in 2008, with that trend continuing upward to 665,000 visits in the first four months of 2009.

Major challenges over the next two years

- Growing the skills, knowledge and expertise of the new staff.
- Educate new members of the Legislature.

- Continue to protect County programs and revenues threatened by changes in the state budget solutions.
- Identify and advance legislative priority issues the County supports in these fiscally challenging times.
- 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 of reaching the public with an emphasis on new emerging technologies.
- Enhance the County's profile in the community by assisting departments in reaching their communications objectives.
- In partnership with ISD, retain a County Webmaster / E-government Advocate to improve information accessibility and departmental efficiencies.

Program Objectives

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

Engage, Educate and Empower the Community

- Assist in implementing the County's Shared Vision 2025: Coordinate P-16 Commission to establish school-business-local agency efforts to bridge the achievement gap and better prepare children to be competitive in global economy; and Identify economic development strategies.
- Develop case studies of department strategic planning and civic engagement activities.
- Collaborate with numerous departments in developing and implementing a project to engage the community in a discussion of ways to reduce the County's structural budget deficit.

Strengthen the County's Advocacy Program

- Continue to work closely with department staff in the development of the County's Legislative Program and in response to both federal and state legislative priorities, funding requests as well as regulatory solutions.
- Continue building relationships with County's legislative delegation.
- Build advocacy partnerships with such organizations as 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) in order to advance the County's legislative interests.

Enhance County's Profile in the Community

- Implement the County's Web Strategic Plan.
- Organize Fall 2009 Citizens Academy for those interested in learning more about County government.
- Work with Urgent Economic Response team and community-based organizations to provide services and referrals for the growing number of people in need due to the economic slowdown.
- Complete a Countywide communications policy, develop a stylebook that will serve as the authoritative resource for certain information and build capacity throughout the organization.
- Build communications capacity by reaching and implementing potentially non-traditional forms of public communication involving web-based methods and reaching ethnic and specialty media.

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Federal / State Measures analyzed and acted on | 20 | 25 | 35 | 50 | 60 |
| Number of communications, legislative and strategic planning trainings conducted | 6 | 6 | 7 | 7 | 7 |
| Number of communications, legislative and strategic planning strategies acted on | 10 | 10 | 18 | 20 | 25 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number of legislation related actions taken - County action (sponsor / support / oppose / amend) | 30 | 35 | 40 | 45 | 50 |
| Percent of survey respondents who indicated good or better overall satisfaction with trainings | --- | 83% | 85% | 90% | 90% |
| Number and percent of developed strategies that were acted on | --- | 78% (18 of 23) | 85% (11 of 13) | 90% (12 of 13) | 90% (12 of 13) |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of departments and community partners satisfied with IGPA services | 75% | 75% | 92% | 90% | 90% |

Intergovernmental Affairs (1214P)
Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 5.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Funded FTE | 5.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Total Requirements | 712,431 | 1,070,335 | 1,421,656 | 1,270,522 | (151,134) | 1,201,292 |
| Total Sources | 174,151 | 300,789 | 608,776 | 466,262 | (142,514) | 366,262 |
| Net County Cost | 538,280 | 769,546 | 812,880 | 804,260 | (8,620) | 835,030 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 98,904 | 174,037 | 75,133 | 174,037 |
| Non-Mandated Services | | | 713,976 | 630,223 | (83,753) | 660,993 |

Discretionary Net County Cost

The portion of this program's FY 2008-09 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$804,260 or 63.3%. 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). The FY 2008-09 budget included one-time appropriation for implementation of recommendations made by the Internal and External County Communications Task Force. Completed project costs and Fund Balance have been eliminated and remaining implementation costs and Fund Balance have been reappropriated in FY 2009-10. Service charges for automation, telephones, and rent have increased. Reimbursement from the Human Services Agency for partial funding of the County Legislative Coordinator position has decreased for the Legislative Coordinator position.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (142,514) | (173,058) | 21,924 | 0 | (8,620) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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, benefit increases, and retirement increases. Fund Balance and one-time project costs for the implementation of the Communications Task Force plan have been eliminated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (100,000) | (69,230) | 0 | 0 | 30,770 | 0 |

Clerk of the Board (1215P)

Program Locator

County

Collaborative Community

County Manager/Clerk of the Board

County Management

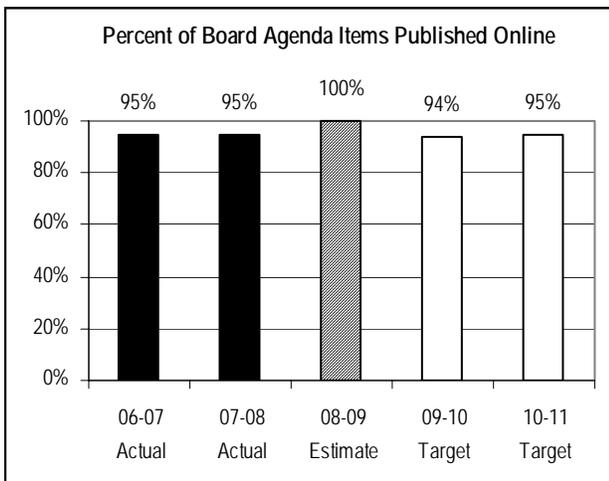
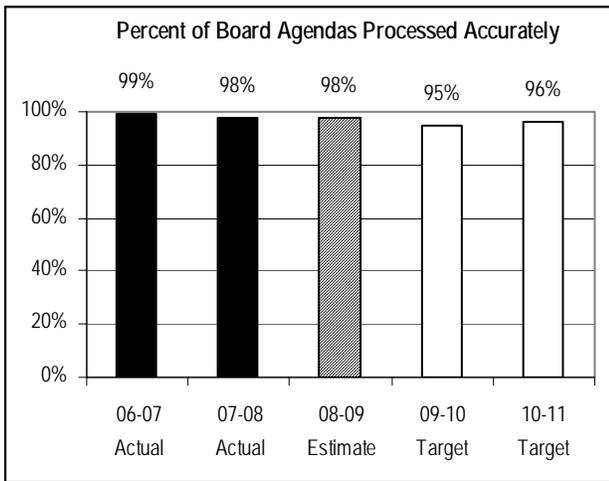
Intergovernmental Affairs



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 by providing services in three units: the Clerk of the Board; Assessment Appeals; and Boards and Commissions. The Boards and Commissions Unit includes appropriations for three community councils: North Fair Oaks, Midcoast and Pescadero. COB Program staff work with departments to prepare agenda items / materials, process Board agenda items, transcribe Board meeting proceedings, prepare hearing notices, post agendas and supporting items online, maintain Board meeting files, provide public access to files and perform recruitments for County Boards and Commissions. Program staff also prepare Assessment Appeals Board agendas, process applications, prepare hearing notices and maintain public records. Support staff for the Boards and Commissions handle recruitments to fill existing vacancies, maintains historical records, distributes letters of appointment, administers Oaths of Office, and maintains the official rosters.

The following are major accomplishments in the current year:

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

Story Behind Performance

The Clerk of the Board has successfully prepared and published 98% of Board agendas accurately during the current year. By the end of the current fiscal year, 1,100 Board agenda items will be processed. Of these items, 98% will be posted online. The COB continues to work with departments to ensure that Board packets are submitted on time and in electronic format.

The COB distributes surveys to two customer bases: Board members and customers requesting research requests. Current year survey results indicate that 100% of customers surveyed after receiving research services rate the services provided as good or better. In conjunction with the Assessor's Office, the COB is working on the implementation of recommendations made in the Assessment Appeals review. The goal is to improve the efficiency of the Assessment Appeals process.

Major challenges over the next two years will be:

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

Program Objectives

The Clerk of the Board Program will meet performance targets by doing the following:

Process at Least 95% of Agendas Accurately

- Develop an Agenda flow process that will implement the new Board Committee structure and improve the Agenda packet procedure
- Continue to reduce the number of days to complete Board meeting minutes

Publish at Least 94% of Agenda Items Online

- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- Review the feasibility of transferring historical data to the Department's Electronic Document Management System (FileNet) in order to publish these documents online
- Continue to develop strategies to inform the public of online availability of the agenda and supporting documents

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

- Continue implementation and update of recruitment and appointment procedures
- Develop a database and program that will offer the capability of historical tracking of membership information including names, positions and terms and allow the Board of Supervisors and County staff to access database information
- Develop strategies to inform the public of the availability of the Boards and Commissions recruitment information and application online

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of Board agendas prepared | 30 | 30 | 29 | 30 | 30 |
| Number of Board agenda items processed | 992 | 1,100 | 1,140 | 1,100 | 1,100 |
| Number of research requests | 126 | 105 | 146 | 96 | 96 |
| Number of Boards and Commissions recruitments | 29 | 20 | 20 | 20 | 20 |
| Number of new Assessment Appeals filings | 1,213 | 1,016 | 1,442 | 1,200 | 1,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of Board agendas completed accurately | 99% | 98% | 98% | 95% | 96% |
| Average number of days between Board meeting and approval of minutes | 53 | 31 | 30 | 31 | 31 |
| Percent of Boards and Commissions recruitments initiated within established timeframes after notification of vacancy | 100% | 100% | 100% | 100% | 100% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| 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% | 95% | 100% | 94% | 95% |

Clerk of the Board (1215P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 3.0 | 3.0 | 3.0 | 3.0 | | 3.0 |
| Funded FTE | 3.0 | 3.0 | 3.0 | 3.0 | | 3.0 |
| Total Requirements | 433,130 | 412,836 | 523,831 | 519,187 | (4,644) | 531,345 |
| Total Sources | 36,956 | 31,185 | 85,946 | 85,946 | | 85,946 |
| Net County Cost | 396,174 | 381,650 | 437,885 | 433,241 | (4,644) | 445,399 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 59,451 | 104,422 | 44,971 | 104,422 |
| Mandated Services | | | 378,434 | 328,819 | (49,615) | 340,977 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$433,241 or 83.4%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC). These increases have been more than offset with reductions in other operating costs to meet budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (4,644) | 0 | 0 | (4,644) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 benefits increases. Increases have been partially offset with reductions in other operating costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 12,158 | 0 | 0 | 12,158 | 0 |

Shared Services (1250P)

Program Locator

County

Collaborative Community

County Manager/Clerk of the Board

County Management

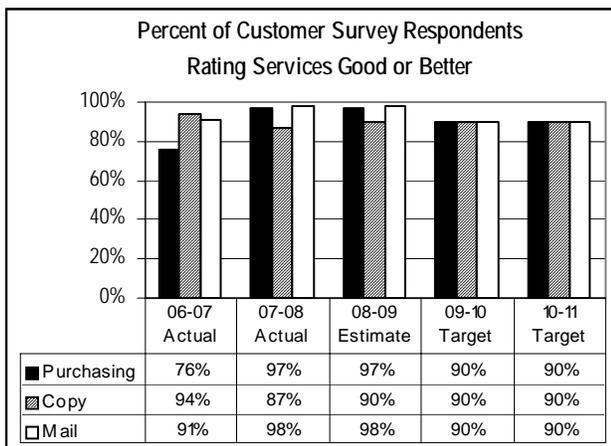
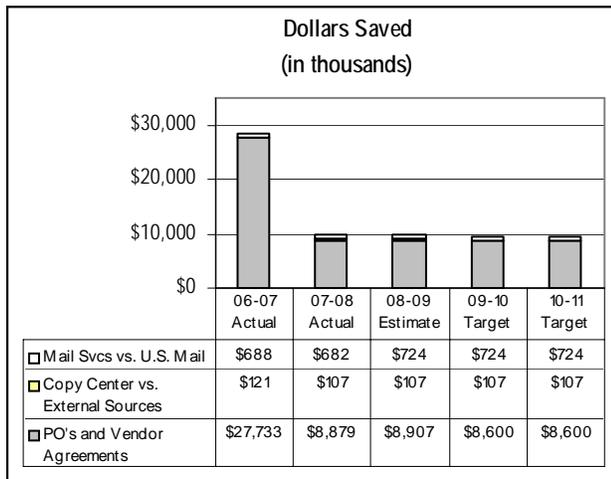
Intergovernmental Affairs

Clerk of the Board



Shared Services

Headline Measures



Program Outcome Statement

The Shared Services Program procures quality goods and services, distributes internal and U.S. Mail and provides copying services for County departments in a cost-effective, accurate and timely manner.

Services and Accomplishments

The Shared Services Program, which includes Purchasing, Mail Services and Copy Center, primarily contributes to the Shared Vision 2025 outcome of a Collaborative Community 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:

- Collaborated with County departments to create an Environmental Purchasing Policy
- Created vendor contract for biodegradable, compostable, reusable and recyclable food service ware products
- Provided training services, including presenting to the newly created First Line Supervisory Academy, on purchasing processes
- Consolidated and prepared inventory of the County's office systems (partitions / furniture) generating cost savings as a result of increased use of available product
- Reviewed status of Copy Services equipment and contracts to ensure cost effective means of providing a broad and high level of service
- Prepared several bids including copy machine service and the lease of Chill / Cook equipment
- Reviewed County use of outside print vendors in an effort to direct greater volume of reproduction to the Copy Services Center
- Continued efforts to increase the use of online purchasing of office products, which will increase the total cost savings for the County

Story Behind Performance

The Shared Services Program continuously provides responsive and cost-effective services. During FY 2008-09, program staff anticipates receiving \$48 million in purchasing requests, making over five million copies and sorting, distributing and delivering over four million pieces of mail. The number of purchasing requests and dollar value will likely decrease in FY 2009-10 as County departments delay or eliminate purchases in light of the County's structural budget deficit. Mail processing and copying services should continue at the same level, however it should be noted that both of these services have decreased significantly in the last few years as a result of increased use of e-mail and other technology including the posting of information on the Internet.

During FY 2008-09 it is anticipated that County departments will 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. In addition, cost savings are generated through the reuse of surplus property by County departments and revenue is generated from the sale of

surplus property, including vehicles. During FY 2007-08 over \$50,000 worth of surplus property was reused by departments or donated to non-profits.

The annual customer surveys for Mail Services, Copy Services and Purchasing will be conducted in the spring of 2009. It is anticipated that customer ratings will continue to reflect a high level of customer satisfaction. The level of satisfaction with services provided by the Purchasing Unit has increased as a result of expanded outreach efforts and training. The satisfaction rating received in FY 2008-09 for purchasing services exceeds the 84% average rating received by other purchasing units as measured by ICMA (International City/County Management Association). Efforts to provide outstanding services and save county resources will continue.

Major challenges over the next two years will be:

- To maintain high customer satisfaction
- To market and promote services provided by the program
- 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

- Revise and update the Customer Guides for Copy and Mail Services
- Continue to provide classroom purchasing training for department purchasing and fiscal representatives
- Continue to partner with the Controller's Office to provide training in the use of the IFAS purchasing module
- Implement succession planning strategies in the Purchasing Unit including internship opportunities

Save Approximately \$9.4 Million Dollars

- Establish ways of increasing use of pre-sorted mail in an effort to further reduce high cost of first class mail
- Assist County departments in finding environmentally friendly products, which can be used in food services, County promotions, and building maintenance
- Design and develop food server program for smaller purchases to eliminate ordering in bulk
- Expand pre-sort mail to include large envelopes resulting in savings

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|-----------------------|----------------------|------------------------|------------------------|------------------------|
| What / How Much We Do (Effort) | | | | | |
| Total dollar value of Purchasing requests ⁽¹⁾ | \$73,254,267 | \$49,377,406 | \$47,734,216 | \$46,500,000 | \$46,500,000 |
| Total number of copy impressions completed annually | 6,053,557 | 5,369,035 | 5,352,438 | 5,300,000 | 5,300,000 |
| Total pieces U.S. and Pony mail processed ⁽²⁾ | 4,712,983 | 4,103,666 | 4,224,802 | 4,200,000 | 4,200,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating services good or better: | | | | | |
| - Purchasing | 76% | 97% | 97% | 90% | 90% |
| - Copy | 94% | 87% | 90% | 90% | 90% |
| - Mail | 91% | 98% | 98% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Total dollars / percent saved through the use of purchase orders and vendor agreements | \$27,732,567 / 19% | \$8,878,807 / 19% | \$8,907,466 / 19% | \$8,600,000 / 18.6% | \$8,600,000 / 18.6% |
| Total dollars / percent saved using the Copy Center versus external sources | \$121,070 / 36% | \$107,381 / 36% | \$107,048 / 36% | \$107,000 / 36% | \$107,000 / 36% |
| Total dollars / percent saved using Mail Services versus U.S. Mail | \$687,818 / 33% | \$681,734 / 41% | \$724,176 / 41% | \$724,000 / 36% | \$724,000 / 36% |

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

⁽²⁾ Email is being used more each year in place of both U.S. and Pony Mail.

Shared Services (1250P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 15.0 | 15.0 | 15.0 | 15.0 | | 15.0 |
| Funded FTE | 14.5 | 14.5 | 14.5 | 14.4 | (0.1) | 14.4 |
| Total Requirements | 1,347,612 | 1,548,316 | 1,567,945 | 1,593,159 | 25,214 | 1,646,750 |
| Total Sources | 211,873 | 256,083 | 241,721 | 249,159 | 7,438 | 249,159 |
| Net County Cost | 1,135,739 | 1,292,233 | 1,326,224 | 1,344,000 | 17,776 | 1,397,591 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 333,176 | 333,176 | | 333,176 |
| Mandated Services | | | 154,471 | 154,471 | | 154,471 |
| Non-Mandated Services | | | 838,577 | 856,353 | 17,776 | 909,944 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,344,000 or 84.4%, of which \$1,180,499 or 87.8% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include: 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increases in facility rental / lease, vehicle replacement charges, and the inclusion of a Professional Services contract for Pleion Office Furniture Systems Storage. Increases have been partially offset by decreases in operating expenses including Mail Services equipment rental and Copy Center supplies for reissue. Revenue adjustments include an increase in Surplus Property Sales partially offset by an overall decrease in services to Non-General Fund Departments for Vehicle Sales, Mail, and Copy Center services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 7,438 | 77,805 | (455) | 0 | 69,912 | 0 |

2. Copy Center Equipment Maintenance and Rental

Adjustments have been made to Copy Center Equipment Maintenance and Rental to reflect renegotiated leases on Xerox equipment and new leases for replacement of equipment previously leased from Toshiba. Maintenance expense is expected to increase due to the cost associated with maintaining the older equipment. The increase is however, offset by anticipated savings in Equipment Rental expense resulting from the

more favorable new and renegotiated leases. The Copy Center expects to maintain its current level of performance in FY 2009-10. Savings generated will be used to offset the reduced budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (52,136) | 0 | 0 | (52,136) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 7,438 | 25,669 | (455) | 0 | 17,776 | 0 |

FY 2009–10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-109 Adopted 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; annualized negotiated labor increases; increases in retirement and retiree health contributions; decreases in Copy & Mail equipment rentals from expiring equipment leases; and increases in Copy & Mail equipment maintenance due to the anticipated increase in the cost of maintaining the older equipment. Intrafund Transfer adjustments include an anticipated increase in Purchasing's HIDTA Services for the Sheriff's Department, and a decrease in Mail Services pass-through costs commensurate with the overall reduction in mail equipment rental and maintenance costs.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 42,410 | 11,181 | 0 | 53,591 | 0 |

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Real Property Services (1220B)

Program Locator

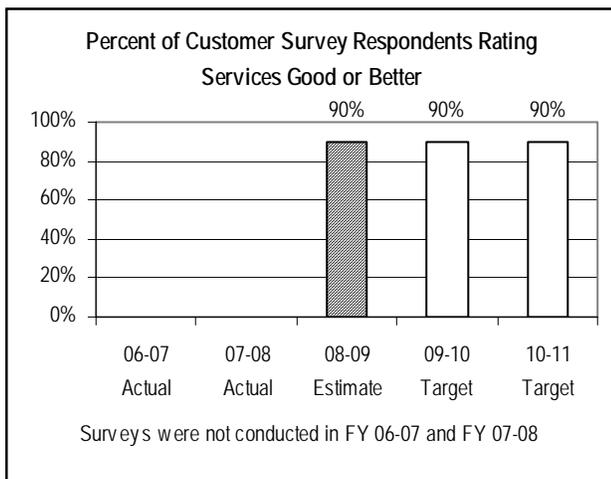
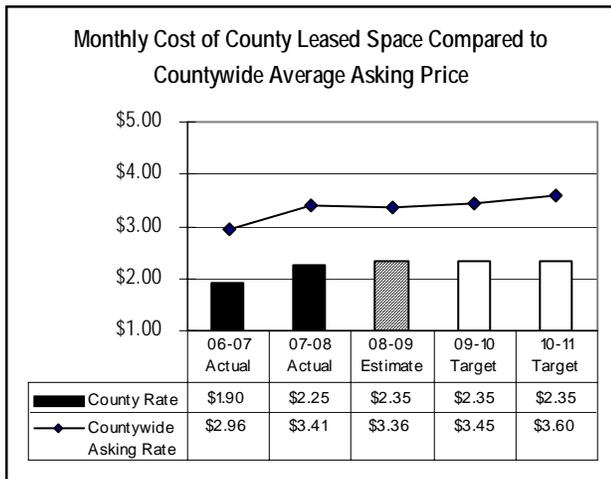
County

- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board

▷ **Real Property Services**

- Assessor-County Clerk-Recorder
- Controller's Office
- Treasurer-Tax Collector
- Retirement (*SamCERA*)
- County Counsel
- Information Services Department
- Non-Departmental Services
- Construction Funds
- Debt Service Fund

Headline Measures



Program Outcome Statement

Real Property Services serves County departments, other public agencies and the public by efficiently and effectively researching, negotiating, acquiring or leasing real property. The Division is also responsible for creating or renewing concession and permit agreements, 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, identifying appropriate alternatives, negotiating leases on competitive terms and administering those agreements throughout the term of lease. The unit collaborates with 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:

- Closed escrow on sites for the construction of a new office building at County Center in Redwood City and finished negotiating the terms of the Courts Facilities Transfer
- Completed overhaul of the Telecommunications lease form, resulting in greater efficiency and revenues
- Acquired property interests for the City of Belmont so that Highway 101 North can be widened.
- Negotiated a long-term lease extension for the headquarters of the Human Services Agency
- Facilitated easement transactions in the La Honda landslide area to enable access for repairs

Story Behind Performance

Real Property Services continues to negotiate rates for leased facilities at a lower per square footage amount compared to the countywide asking rate. A rising vacancy rate and significant increases in the proportion of space available for sublease indicate that a dramatic drop in asking lease rates should be anticipated. As existing leases expire, staff will pursue long-term leases to ensure stable occupancy and favorable rates in the current market.

Customer service continues to be a priority for Real Property Services. The unit is in the process of evaluating the effectiveness of the current Customer Service survey and methodology, and developing new internal and external performance measures and tracking methods.

Major challenges over the next two years will be:

- To identify a site and negotiate a long-term lease for the North Fair Oaks Medical Clinic
- To identify and acquire a site for the construction of a new jail facility

- To secure flexible long-term leases at or below asking rates throughout the County
- To increase education and awareness among County departments about the value of Real Property Services to the County community
- To collaborate with the Community Services Roundtable to evaluate outcomes and performance measures

Program Objectives

Real Property Services will meet performance targets by doing the following:

Maintain Annual Leased Space Costs at \$39.96 or Lower

- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

Maintain an Overall Customer Satisfaction Rate of at Least 90%

- Distribute surveys to Real Property Services customers 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of leases managed: | | | | | |
| - County tenant | 65 | 64 | 66 | 68 | 70 |
| - County landlord | 116 | 121 | 121 | 114 | 115 |
| Area of County tenant leased space managed by square foot | 575,369 | 535,467 | 580,791 | 530,000 | 530,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Monthly cost per square foot: | | | | | |
| - County leased space | \$1.90 | \$2.25 | \$2.25 | \$2.35 | \$2.35 |
| - Countywide average asking rate | \$2.96 | \$3.41 | \$3.41 | \$3.45 | \$3.60 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customers rating services good or better ⁽¹⁾ | --- | --- | 90% | 90% | 90% |

⁽¹⁾ Customer satisfaction surveys were not distributed in FY 2006-07 and FY 2007-08. Cares surveys will be distributed FY 2008-09.

Real Property Services (1220B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 3.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 3.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Total Requirements | 2,978,334 | 2,644,291 | 2,839,164 | 3,289,224 | 450,060 | 3,289,224 |
| Total Sources | 2,962,811 | 2,670,241 | 2,839,164 | 3,289,224 | 450,060 | 3,289,224 |
| Net County Cost | 15,522 | (25,950) | | | | |

Discretionary Net County Cost

This program has no Net County Cost. Operations are fully funded by revenue from charges to users utilizing leased facilities or by service charges for real property transactions.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC), and increases in lease agreements. Reimbursement revenue increases are primarily due to leases with the Health System for various clinics; Department of Public Works for increases in hangar rentals; and reimbursements for lease increases for General Fund departments. One-time Fund Balance has been eliminated and savings generated in FY 2008-09 has been added.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 450,060 | 984,665 | (534,605) | 0 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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: negotiated labor increases and inclusion of merit increase and an increase in reimbursements from other departments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 29,904 | (29,904) | 0 | 0 | 0 |

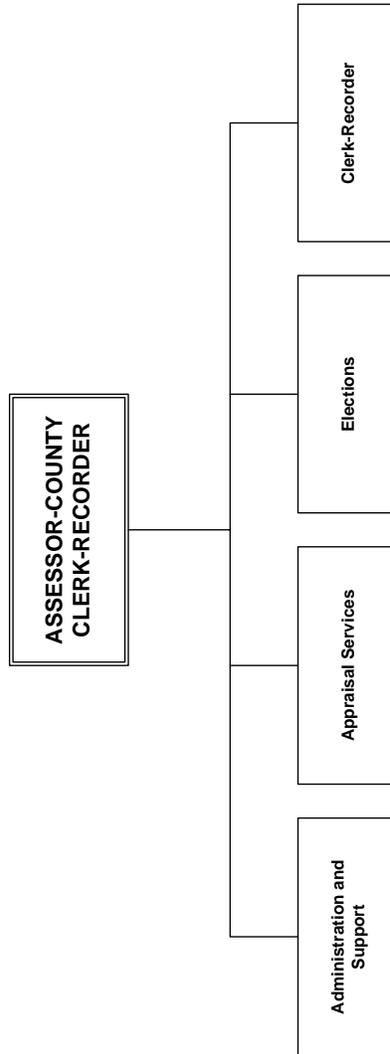
Real Property Services (1220B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 258,610 | 229,384 | 250,213 | 256,539 | 6,326 | 256,539 |
| Charges for Services | 106,492 | 31,620 | 50,000 | 50,000 | | 50,000 |
| Interfund Revenue | 2,440,773 | 2,343,961 | 2,416,387 | 2,776,341 | 359,954 | 2,776,341 |
| Miscellaneous Revenue | 20,136 | 14,564 | | | | |
| Total Revenue | 2,826,011 | 2,619,529 | 2,716,600 | 3,082,880 | 366,280 | 3,082,880 |
| Fund Balance | 136,800 | 50,712 | 122,564 | 206,344 | 83,780 | 206,344 |
| TOTAL SOURCES | 2,962,811 | 2,670,241 | 2,839,164 | 3,289,224 | 450,060 | 3,289,224 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 614,925 | 449,996 | 579,032 | 591,611 | 12,579 | 621,515 |
| Services and Supplies | 99,177 | 8,056 | 272,675 | 247,854 | (24,821) | 247,854 |
| Other Charges | 11,464,003 | 13,899,015 | 13,530,885 | 14,527,792 | 996,907 | 14,527,792 |
| Gross Appropriations | 12,178,104 | 14,357,067 | 14,382,592 | 15,367,257 | 984,665 | 15,397,161 |
| Intrafund Transfers | (9,237,867) | (11,763,488) | (11,609,140) | (12,143,745) | (534,605) | (12,173,649) |
| Net Appropriations | 2,940,238 | 2,593,579 | 2,773,452 | 3,223,512 | 450,060 | 3,223,512 |
| Contingencies/Dept Reserves | 38,096 | 50,712 | 65,712 | 65,712 | | 65,712 |
| TOTAL REQUIREMENTS | 2,978,334 | 2,644,291 | 2,839,164 | 3,289,224 | 450,060 | 3,289,224 |
| NET COUNTY COST | 15,522 | (25,950) | | | | 0 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 3.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 3.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

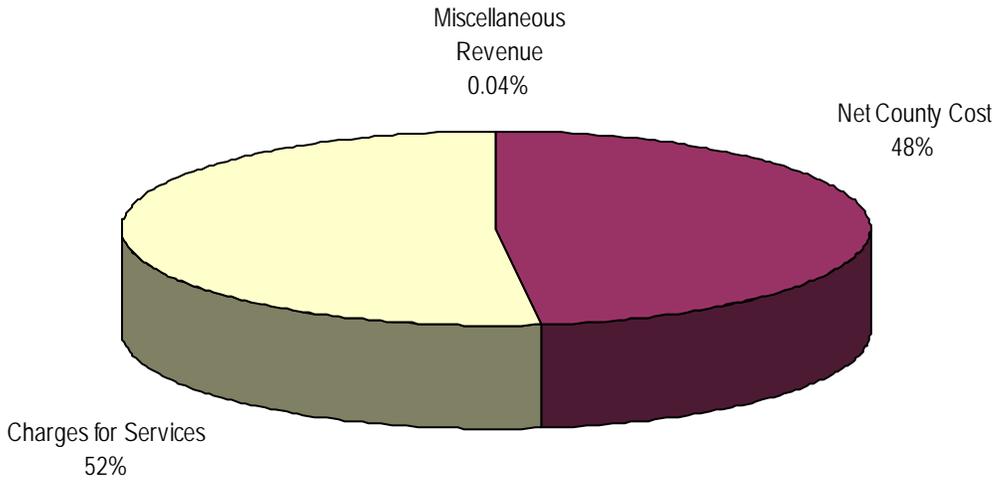
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ASSESSOR- COUNTY CLERK-RECORDER

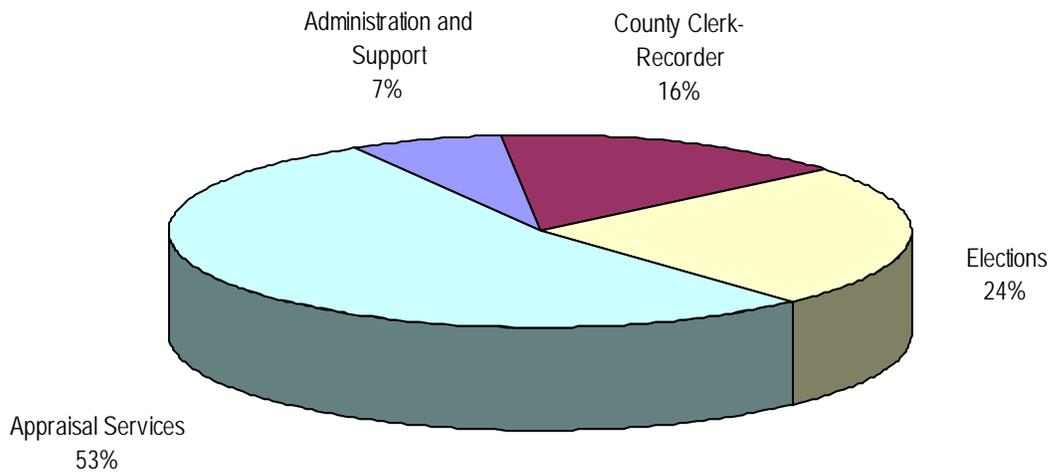


Assessor - County Clerk - Recorder

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements

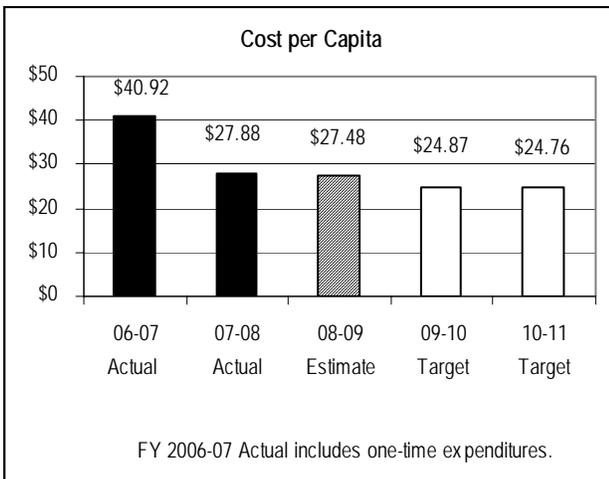
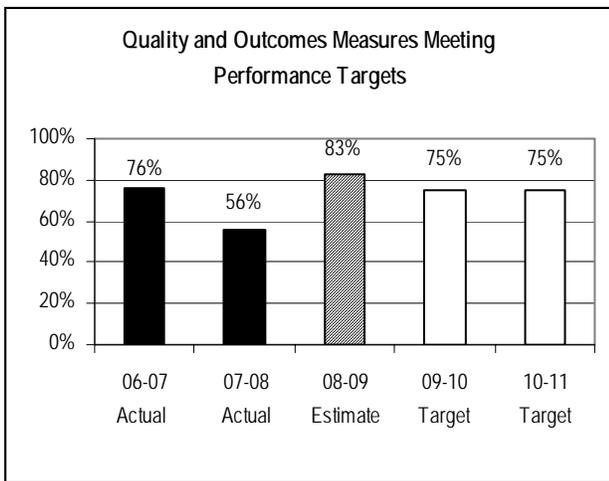


Department Locator

County

- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Real Property Services
- ▷ **Assessor-County Clerk-Recorder**
- Controller's Office
- Treasurer-Tax Collector
- Retirement (*SamCERA*)
- County Counsel
- Information Services Department
- Non-Departmental

Department Measures



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 accurate, 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 2000-2008)

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.

• **Student Worker Program**

The Elections Division continued its efforts to expand the student Poll Worker Program. The student poll workers served in the official capacity of election officers and augmented the regular poll worker staff in support of the most historic election in modern history. The program included students from 30 schools that was up from the previous high total of 25 and almost every high school in San Mateo County was represented. This community partnership with the schools provides civic engagement opportunities for students, fosters an appreciation for voting among young people, who are one of the least engaged 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 generation of poll workers to participate in the election process.

• **Language Accessible Election Materials**

The Elections Division 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, 620 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.

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

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

• **Electronic Interfaces to Support Local Government**

CARE has provided technology solutions that support local government entities for the submission of electronic building permits, provided the real-time Assessment Roll Tracker (ART),

web application and the online submission of the 571 Business Property Statements (eSDR).

Partnership with San Mateo Financial Officers Group (SAMFOG)

Continued to partner with the San Mateo Financial Officers Group (SMFOG) in the delivery of property tax projections resulting in improved collaboration and understanding among agency financial officials. In conjunction with SAMFOG, developed and presented a "Property Tax Seminar" for local county, city, school district and special district staff.

Community Organization Partnerships to Increase Voter Registration and Civic Engagement

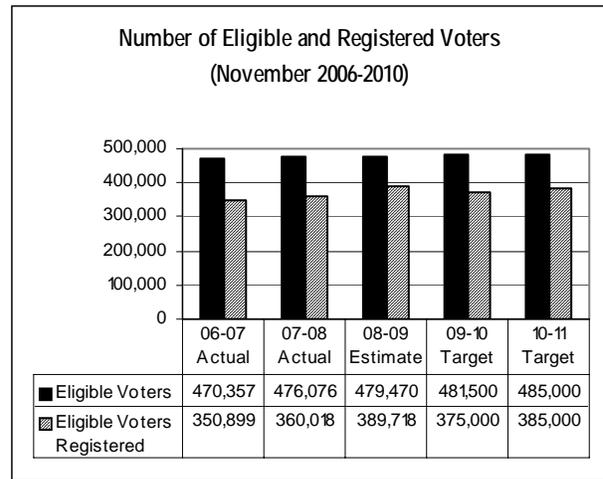
Worked extensively with the Commission on Disabilities and the Center for Independence of the Disabled to evaluate and improve the accessibility of the polling places and new HAVA compliant voting technology introduced in 2006. Similarly, the Department continues to build on the relationships with the League of Women Voters, schools, and the Self Help for the Elderly to increase the participation of both young and elderly voters with voter registration events.

Expanded eGovernment Initiatives

CARE provided electronic services to constituents via the web by providing marriage license and fictitious business name statement applications online which resulted in improved access to services; offered the e-filing of Business Property Statements online for both large and small businesses in San Mateo County; continued to look at new initiatives that make additional departmental forms available online. Developed a specialized web application called "RaceTracker" that allowed the general public to track Election Day results real-time on election night and through the finalization of the vote count.

Maintain the Timely Completion of all Assessment / Valuation Workload by the Close of the Roll

The timely completion of the assessment rolls contributes to the fiscal health and well-being of every jurisdiction in the County including cities, special districts, school districts and the County itself. Property owners and residents depend on the services provided in their jurisdictions and the work helps maintain the revenue stream that supports them. This also serves the property owners as they receive timely, accurate assessments and thus accurate property tax statements.



Major Accomplishments in FY 2008-09

COLLABORATIVE COMMUNITY

Property Tax Roll Increase

- Produced a FY 2008-09 Property Tax Roll that recorded an 8.17% increase over the prior year resulting in increasing property tax revenue for agencies programs
- Developed a web-based application, Assessment Roll Tracker (ART) to track real time assessment roll data that 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

Contributed Major Resources to Defend Assessment Appeal Cases and Property Tax Litigation that have a Significant Impact on County Property Tax Revenue

- Utilized significant internal and external resources to support and defend the assessed values enrolled for major property assets within the County
- Provided leadership on the California Assessors Association (CAA) team that formulated the 2009 State Board of Equalization biopharmaceutical equipment life tables and provided active participation and contributions to the CAA aircraft sub-committee that develops valuation factors impacting air transportation industry property

Improved Property Assessment Services

- Reviewed 9,600 parcels for homeowners seeking a Decline in Assessed Value of their property for the FY 2008-09 assessment roll, which is a significant increase compared to the 1,000 reviewed the prior year
- Accomplished processing increased volume of Decline in Value assessments with a variety of resources including statistical programs and technological tools to ensure accuracy and efficiency and experienced appraisal staff to provide oversight, evaluation and review

Provided Proactive and Timely Communications to the Public Regarding Decline in Value News and Scams Related to the Mortgage Crisis and Tax Valuation Process

- Provided a proactive and timely consumer protection alert through media sources, the CARE website, blogs, and e-mails to thousands of residents including County employees, school districts, cities, the Sheriff's alert list, related business and non-profit partners to educate the public about a "deal" being offered by private companies that proposes 25-50% reductions in assessed values for a fee of several hundred dollars

Launched Web 2.0 Initiatives to Engage a Broad Range of Demographics in the Elections Process

- Deployed 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 for the 2008 Presidential Election Cycle
- Received nearly 500,000 visits in web traffic last year with these strategies

Electronic Document Management System (EDMS)

- Launched five new EDMS business solutions this year supporting various assessor workflows such as administering volumes of documents, getting the material online and keeping it up to date, and archiving important records and artifacts crucial to business operations

Public Records at Tower Road

- Realized cost savings and increased the efficiency of the Records Center by privatizing the storage and service of the Records Center, which was completed in the first quarter of FY 2008-09

Major Issues to be Addressed

- **Maintain High Customer Satisfaction while Implementing New Technology Solutions and Systems Upgrades**—The Clerk-Recorder and Assessor divisions within CARE are undergoing key business application upgrades and / or implementing large technology projects within the next two year 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 and realize reductions in operating cost overtime. 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.
- **Produce Real Time Financial Projections in a Rapidly Changing Local Economy**—As major assessment appeals are settled and fluctuations in the local economy ripple through the assessment process, local government needs information to calculate these budgetary implications so they can plan accordingly. The assessor business application upgrades that

are currently scheduled will provide local government finance officers online with real time information and financial updates. CARE developed ART and launched the first module in January of 2009 that provides real-time roll data for Land and Improvement roll changes. Other modules will be added that will benefit county and local government in managing financial changes and impacts for appeals, open activities and supplemental changes.

- **Manage Escalating Costs in Conducting Elections**—With uncertain and evolving standards and requirements for voting equipment, auditing methods, accessibility standards, combined with the State's recent need to call special elections, the Elections Division faces continuing challenges to hold down costs while maintaining a high level of service and total accuracy in the conduct of elections.
- **Continue to Deliver Services and Meet Target Goals in Light of Reduced Funding and Staffing Levels**—The Assessor's workload has shifted from a very active residential sales market to a very large number of Declines in Value Reviews and assessment appeals. This began in FY 2007-08 and has become consistently more pronounced in FY 2008-09. It is expected that 50,000 residential parcels will be reviewed during this fiscal year to determine their possible eligibility in the Decline in Value program. Once properties are in the "Decline" program, the Department is required to review them annually to determine their eligibility for continued participation. Similarly, the number of "Regular Market Sales" that have short processing times has decreased considerably. These transactions have been replaced with "Short Sales" and "Foreclosure Sales" that require more complex valuations and are significantly longer to process. Just as critical is the anticipated decline in the commercial property market that will follow the current decline in the residential market. It is anticipated to start in FY 2009-10 and will be part of the workload for the next few years. Combined, these issues will challenge the Department's ability to maintain previous service levels.

Key Department Initiatives

1. Develop a Budget Model and Strategy that Best Supports the Dynamic Environment of Conducting Elections

Alignment to Shared Vision:

- Collaborative Community

Major Issues to be Addressed:

- Budgeting and planning for vicissitude election cycles and unscheduled state and local elections
- Rising costs to conduct elections as a result of increased security requirements and procedures mandated by Help America Vote Act (HAVA) and the California Secretary of State
- The uncertainties and ever changing variables in federal and state standards on voting systems and post election auditing requirements

- Compared to other California election offices with similar demographics, the CARE's Election Division has the lowest staffing levels of any comparative elections office and these low staffing levels present succession risk and knowledge transfer loss when an employee leaves the County
- As elections become more complex it will become increasingly difficult to maintain the same service levels in the areas of timeliness related to vote counting and responsiveness to the public

Goal:

- Maintain a high level of service to the voters of the County and not compromise on the accuracy and security of the elections process

Objectives:

- Balancing the current mandated election requirements against current budget challenges, identify cost savings and work to implement efficiencies in labor intensive processes

Major Milestones:

- Develop strategic plan for review of existing requirements (July 2009)
- Analyze the California Elections Code, Help America Vote Act (HAVA), and the security requirements of the Secretary of State to determine impact (August 2009)
- Implement mandated requirements to be effective for the November 2009 election (June 2009)

Partners:

- Board of Supervisors
- Secretary of State
- Other County Elections Offices

2. Upgrade Property Assessment and Clerk Recorder Systems and Processes and Implement Technology Where Applicable

Alignment to Shared Vision:

- Collaborative Community

Major Issue to be Addressed:

- The economic downturn coupled with an unstable real estate market has resulted in unprecedented activity in the application for declines and assessment appeals
- The number of assessment appeals and Decline in Value review reassessments for commercial properties is anticipated to increase significantly
- There is a corresponding shift in the commercial property market that follows the decline in the residential market which is anticipated to start and will be part of the workload for FY 2009-10.
- CARE's priority is to timely hire and train new commercial appraisers now to replace the anticipated retirements of highly experienced senior staff and leverage technology where ever applicable to gain efficiencies in work flow

Goals:

- Roll corrections are now delivered electronically to the County Controller and County Counsel
- Continue implementing technology initiatives that will improve the efficiency of business systems and processes, ensure accuracy of data, and security of recorded and archived information / records
- Leverage countywide EDMS initiatives, integrate business applications with FileNet to reduce paper in the workplace
- Continue efforts in standardizing IT infrastructure and best practices, reduce IT cost where applicable, replace aging and legacy IT systems and hardware, move CARE's e-mail solution to the county base standard, GroupWise

Objective:

- Continue to replace paper processes with electronic process and provide automation of workflow where applicable
- Develop and install integrated business applications that will enhance the Property Assessment and Clerk-Recorder systems and business processes using technology initiatives such as EDMS (FileNet Imaging and Workflow)
- Upgrades to EZ Access which is the primary assessor business application
- Replacement of legacy database hardware reaching end of lifecycle (I.e., IBM AS400 conversion to the I6 series platform)
- Enhancements to the Clerk-Recorder business application to support auto indexing and redaction of personal information
- Expanded use of electronic recording to include land record transactions
- Start the micro film to digital conversion of older recorded documents
- Implement the use of other technologies where applicable such as ArcGIS, AutoCAD and Pictometry Ortho Imagery to improve the parcel management and assessment process

Major Milestones:

- Continued development of applications and technology solutions in FY 2008-09
- Phased implementation of technology projects and system upgrades in FY 2009-10

Partners:

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

FY 2009-10 Budget Impact:

Funding in the amount of \$161,200 has been included to upgrade the EZ Access Property Assessment System.

Other Significant Objectives by Program

Assessor-County Clerk-Recorder includes the following programs:

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

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

Appraisal Services

- Web-based property tax projection program – Assessment Roll Tracker - ART
- Develop a Mass Decline in Value Review Program

Elections

- Accessible Polling Places

County Clerk-Recorder

- Facilitate electronic recording locally
- Implement auto indexing
- Implement SSN redaction as required by law
- Convert microfilm records to digital images

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

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 9,156,756 | 348,678 | 122,000 | | (122,000) | |
| Charges for Services | 11,977,401 | 11,486,625 | 10,472,547 | 9,476,556 | (995,991) | 8,758,018 |
| Miscellaneous Revenue | 19,030 | 11,025 | 15,500 | 8,000 | (7,500) | 9,000 |
| Total Revenue | 21,153,187 | 11,846,327 | 10,610,047 | 9,484,556 | (1,125,491) | 8,767,018 |
| Fund Balance | 2,347,264 | 544,410 | 536,789 | | (536,789) | 191,602 |
| TOTAL SOURCES | 23,500,451 | 12,390,737 | 11,146,836 | 9,484,556 | (1,662,280) | 8,958,620 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 13,283,079 | 14,847,145 | 13,793,313 | 14,073,457 | 280,144 | 14,274,225 |
| Services and Supplies | 4,178,052 | 6,997,680 | 3,311,769 | 5,186,581 | 1,874,812 | 3,021,092 |
| Other Charges | 1,876,498 | 1,962,858 | 1,947,937 | 2,160,095 | 212,158 | 1,895,703 |
| Fixed Assets | 9,534,558 | | 20,000 | | (20,000) | |
| Gross Appropriations | 28,872,187 | 23,807,683 | 19,073,019 | 21,420,133 | 2,347,114 | 19,191,020 |
| Intrafund Transfers | | (3,476,110) | | (3,176,657) | (3,176,657) | (952,770) |
| TOTAL REQUIREMENTS | 28,872,187 | 20,331,573 | 19,073,019 | 18,243,476 | (829,543) | 18,238,250 |
| NET COUNTY COST | 5,371,736 | 7,940,836 | 7,926,183 | 8,758,920 | 832,737 | 9,279,630 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 123.0 | 124.0 | 119.0 | 113.0 | (6.0) | 113.0 |
| Funded FTE | 123.0 | 123.7 | 118.9 | 113.2 | (5.7) | 113.2 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$1,662,280 or 14.9% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Intergovernmental Revenue

There is a decrease of \$122,000 in this funding source due to the elimination of one time State Aid for Election Services.

Charges for Services

There is a net decrease of \$995,991 in this funding source. Decreases include \$400,000 in supplemental administration fee from the Property Tax; \$122,232 decrease from Recorder's Modernization Trust Fund revenue to reflect the reduction in Administration Support expenses; \$550,000 decrease in document recording fee; \$1,279,672 decrease in Trust Fund revenue to cover the operational expenditures due to slow down in real estate market activity; \$500,000 increase in property tax administration fee; \$853,713 increase in election revenue due to the UDEL Election and Gubernatorial Primary Elections during the FY 2009-10; and \$2,200 increase in other service charges.

Miscellaneous Revenue

There is a decrease of \$7,500 in this funding source primarily due to reductions in the sale of election data.

Fund Balance

There is a decrease of \$536,789 in this funding source due to one-time use of FY 2008-09 Fund Balance for operational expenditures.

TOTAL REQUIREMENTS

Total Requirements decreased by \$829,543 or 4.3% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$280,144 in this expenditure category due to merit increases and annualized negotiated labor increases, increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC) and election labor costs. Increases have been partially offset with the reduction of five vacant positions and one filled position.

Services and Supplies

There is an increase of \$1,874,812 in this expenditure category primarily due to the cost of two major elections in FY 2009-10.

Other Charges

There is an increase of \$212,158 in this expenditure category due to an increase in automobile liability insurance, automation services and County facility rental charges.

Fixed Assets

There is a decrease of \$20,000 in this expenditure category due to the elimination of a one-time large scanner purchase made in FY 2008-09.

Intrafund Transfers

There is a total net increase of \$3,176,657 in this expenditure category due to an increase of \$2,534,676 in reimbursement from the General Fund for two major elections in FY 2009-10 and a \$641,981 General Fund loan to cover shortfall in trust fund revenue used for operational expenditures.

Contingencies and Departmental Reserves

There is no change in this expenditure category. The Department has no reserves appropriated for FY 2009-10 and is under the 2% Reserves policy by \$364,870.

NET COUNTY COST

There is a net increase of \$832,737 or 10.5% in this Department's General Fund allocation. This is primarily due to merit increases, retiree health costs and increases in election costs.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$525,936 or 5.5% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Charges for Services

There is a net decrease of \$718,538 in this funding source. Decreases include \$848,374 in election revenue due to fewer elections in FY 2010-11; \$50,000 increase in property tax administration fee; \$64,836 increase from trust fund revenue to cover operational expenditures; and \$15,000 increase in other service charges.

Miscellaneous Revenue

There is an increase of \$1,000 in this funding source primarily due to sale of election data.

Fund Balance

There is an increase of \$191,602 in this funding source due to savings generated in FY 2009-10.

TOTAL REQUIREMENTS

Total Requirements decreased by \$5,226 or 1% 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 \$200,768 in this expenditure category due to merit, health care and retiree health costs increases.

Services and Supplies

There is a decrease of \$2,165,489 in this expenditure category primarily due to reduction in Elections appropriation as a result of one major election in FY 2010-11 versus two major elections during FY 2009-10.

Other Charges

There is a decrease of \$264,392 in this expenditure category due to the elimination of an automobile claim settlement and reduction of rental space for County Clerk-Recorder as a cost saving measure.

Intrafund Transfers

There is a net decrease of \$2,223,887 in this expenditure category. Decreases include the elimination of \$2,534,676 reimbursement from the General Fund for two major, local UDEL and Gubernatorial Primary Elections during the FY 2009-10; decrease of \$432,338 from the General Fund to cover revenue shortfalls; and an increase of \$743,127 reimbursement for one major Gubernatorial General Election for FY 2010-11.

Contingencies / Departmental Reserves

There is no change in this expenditure category. The Department has no reserves appropriated for FY 2010-11 and is under the 2% Reserves policy by \$364,765.

NET COUNTY COST

There is a net increase of \$520,710 or 5.9% in this Department's General Fund allocation. This increase is primarily due to merit increases and retirement and retiree health costs.

Appraisal Services (1310P)

Program Locator

County

Collaborative Community

Assessor-County Clerk-Recorder



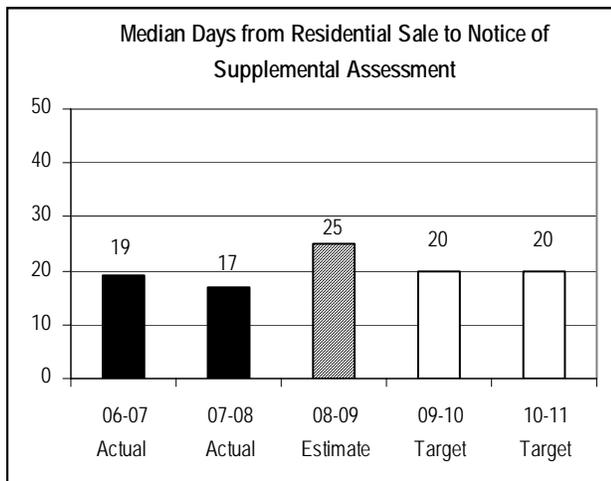
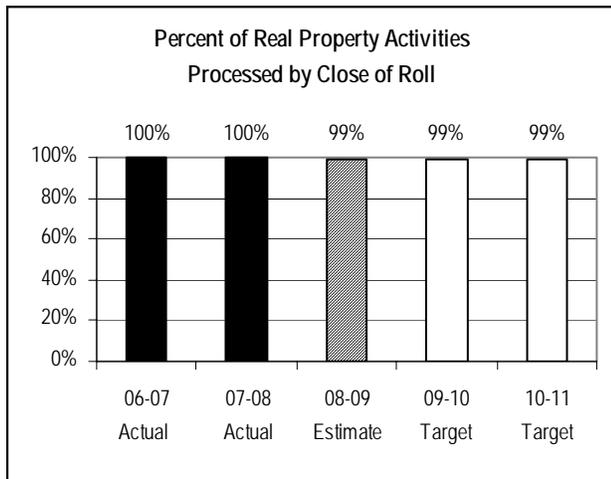
Appraisal Services

Administration and Support

Elections

County Clerk-Recorder

Headline Measures



Program Outcome Statement

The Appraisal Services Program produces equitable, timely and accurate tax roll assessments of real and personal property, and provides related services to the public that generate property tax revenues which fund the delivery of essential community services.

Services and Accomplishments

The Appraisal Services Program 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 real and unsecured property tax assessments. Annual property tax revenue in excess of \$1.4 billion are distributed to more than 150 local governmental agencies (cities, special districts, schools and the County) assuring a stable funding stream and the continuation of vital services.

The following are major accomplishments in the current year:

- Produced the FY 2008-09 assessment roll, which included over 237,000 properties, valued at over \$142 billion and resulted in a \$10.7 billion, or 8.17% increase over the FY 2007-08 assessment roll
- Processed 40,000-50,000 recorded documents to determine if they accurately reflect property ownership and whether or not property tax law requires that the property be reappraised
- Completed over 30,000 assessments and appraisals of land and buildings when a change in ownership or new construction occurred; property has declined in value; or an assessment appeal has been filed
- Processed 11,500-14,000 business property statements annually and audited over 300 business accounts
- Implemented a new imaging and workflow component to expedite the processing of business property statements
- Continued to meet with the Controller and Tax Collector on a regular basis to refine the tax process and ensure accuracy
- Continued to provide cities and county finance officers with assessment roll information and estimates

Story Behind Performance

Recent economic conditions have significantly impacted local housing and job markets; made consumer loans difficult to obtain and property values drop dramatically. Homes 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 directly impacted the work of this Department. The emphasis of operations has been redirected and the volume and complexity of the workload has increased. Instead of a very active residential sales market with few *Declines in Value Reviews* and assessment appeals, the reverse is now true. This trend began in FY 2007-08 and has ballooned during the FY

2008-09 resulting in workload shifts. The number of *Regular Market Sales* that have short processing times has decreased considerably in the past few years. However, these transactions have been replaced with Short Sales and Foreclosure Sales that require more complex valuations and are significantly longer to process.

The Real Property Division is currently reviewing 50,000 residential parcels in FY 2008-09 to determine their possible eligibility in the Decline in Value Program; once properties are in the Decline Program, the Division is required to review them annually to determine their continued participation. If this economic trend continues, it is expected that the Decline in Value work load will increase. In FY 2009-10, the commercial property market is expected to experience declines much like the residential market. This predictable change in the local economy will further increase the Appraiser's workload and is likely to continue for the next few years.

Further compounding the external forces on the department are internal forces, which is an experienced workforce that is retiring or near retirement. Two division heads in the Assessor's Office with nearly 70 years of experience retired this year. Their knowledge, leadership and management skills have been hard to replace and their workload has fallen on the remaining two Deputies. Additionally, the Appraisal Division has experienced the retirements of three Senior Appraisers and one Principal Supervising Appraiser.

One key headline performance measure is calculated by the total percentage of the roll that is 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 99.8%-100% for FY 2002-03 through FY 2007-08. 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 may be a challenge with vacancies and retirements in the future.

Similarly, efforts to improve performance by reducing the median days from residential sale to notice of supplemental assessment have been a success story. The number of days decreased from 76 days in FY 2001-02 to 17 days in FY 2007-08; however, this improvement trend is leveling off this year due to the downturn in the housing market.

In addition to the real property appraisal activities completed by the close of the assessment roll, the Personal Property Division has seen a great increase in the number of mandatory audits completed by the close of the assessment roll. However, the number of mandatory audits completed is expected to decline to 250 for FY 2009-10 due to the new audit selection criteria passed into law by AB 550, Ch. 297, Stats of 2008. While the focus is aimed at completing all audits, the Division also implemented electronic filing of the Business Property Statements. In order to streamline and expedite the processing of these statements, in FY 2008-09, the Division implemented a new imaging and workflow component. This year the Division will conduct the first Business Property Statement

Seminar for filers needing instructional assistance with the required filing of the 571L forms.

Discovery of new businesses that should be filing a Business Property Statement (BPS) is a time consuming and costly endeavor. Yet, 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. This pilot proved beneficial and will be expanded in the future.

Major challenges over the next two years will be:

- To manage substantial additional workload with the large increase in the requests for Residential Decline in Assessment reviews, as a result of the current market and economic conditions
- To prepare to manage the workload increase from the anticipated declines in the commercial property market
- To recruit and train experienced commercial appraisers to handle the workload challenge ahead due to vacancies
- To manage workload with limited resources and budgetary limitations

Program Objectives

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

Achieve Completion of Real Property Activities by Close of the Roll

- Timely hiring of experienced appraisers to replace retired senior staff
- Expand the appraisal tools to include statistical programs and databases to optimize completion of Residential Decline in Value Reviews
- Train new staff

Achieve a Target of 20 Median Days from the Residential Sale to the Notice of Supplemental Assessment

- Decrease the processing time in Change in Ownerships for Residential Sales
- Centralize Residential Sale Processing
- Expand appraisal tools and utilize available databases as a primary resource to optimize the valuation process of residential sales
- Improve frequency of mailings of supplemental notices

Achieve Target of 1.5% Difference Between March Estimate and Total Actual Roll Change

- Continue to partner with City Finance Directors and School District Business managers to improve the new Assessment Roll Tracker (ART) product to include more historical data and more

current variable data that will help improve the March projection of the final assessment roll

Change of the Audit Completion Criteria for Close of the Assessment Roll

- Redistribute the mandatory audit workload between the auditor staff based on new audit selection criteria passed into law, which is the reason for reducing this target measure to 250
- Increase the number of correspondence audits, thereby saving travel time

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve assessment change process between CARE, Treasurer/ Tax Collector and Controller Offices
- Continue providing updates to city and County finance officers
- Collaborate with local county entities in providing accessible Assessor and Clerk-Recorder data

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of real property assessments processed | 218,785 | 219,316 | 219,500 | 219,200 | 219,200 |
| Number of supplemental assessments processed | 18,672 | 14,963 | 18,000 | 15,000 | 15,000 |
| Number of mandatory audits completed | 306 | 311 | 325 | 250 | 250 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of real property activities processed by close of roll | 100% | 100% | 99% | 99% | 99% |
| Median days from residential sale to notice of supplemental assessment | 19 | 17 | 25 | 20 | 20 |
| Percent of mandatory audits completed by the close of the roll ⁽¹⁾ | --- | --- | 90% | 95% | 95% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percentage point difference between March estimate and total actual roll value | 1.4% | 1.3% | 1.5% | 1.5% | 1.5% |
| Percent of taxing agencies rating services as good or better | 100% | 100% | 90% | 90% | 90% |
| Percent of audits with waivers beyond the four year statute ⁽¹⁾ | --- | --- | 10% | 5% | 5% |

⁽¹⁾ Methodology has been changed and updated to reflect more accurate reporting.

Appraisal Services (1310P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 76.0 | 76.0 | 75.0 | 72.0 | (3.0) | 72.0 |
| Funded FTE | 76.0 | 76.0 | 74.9 | 72.0 | (2.9) | 72.0 |
| Total Requirements | 9,278,945 | 9,382,010 | 9,798,438 | 9,770,547 | (27,891) | 10,274,704 |
| Total Sources | 5,137,827 | 4,482,995 | 4,959,589 | 4,527,000 | (432,589) | 4,783,602 |
| Net County Cost | 4,141,118 | 4,899,015 | 4,838,849 | 5,243,547 | 404,698 | 5,491,102 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 4,838,849 | 5,243,547 | 404,698 | 5,491,102 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,243,547 or 54%. Of this amount, 100% includes Mandated Services currently provided with no maintenance-of-effort or local match requirements.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increase in property tax administration fee; decrease in supplemental property tax administration fee; elimination of one-time Fund Balance; elimination of interagency agreements; increase in contracts, automation service and rent charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (432,589) | 275,928 | 0 | 0 | 708,517 | 0 |

2. Reduction in Workforce - Lead Assessor / Recorder Technician

Appraisal Services is reducing one vacant Lead Assessor / Recorder Technician position. The Assessor's Office previously staffed a business unit lead supporting the Appraisal Support Business Unit. The reduction of this position will impact the Department's capacity to handle peak work loads, cover for vacations and sick time and will require periodic extra-help or overtime to augment coverage or workload as needed. This reduction could potentially impact productivity and roll close metrics including timeliness and percentage of completed work items.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (74,337) | 0 | 0 | (74,337) | (1) |

3. Reduction in Workforce - Appraiser II

The Real Property Division is reducing one approved Appraiser II position in order to meet budget reduction targets. While the reduction of this position will substantially impact the completion of workload in the Residential Appraisal districts, the Division anticipates a shift in Decline in Assessed Value (Proposition 8 Program) requests next year. New requests will come largely from the commercial sector in the coming year(s). The Appraiser II position was eliminated to preserve and fill the two Senior Commercial Appraiser positions needed to handle the anticipated shift in workload. However, this reduction could result in the Department not meeting the performance measure of "99% of real property activities processed by close of roll", as well "20 Median days from residential sales to notice of supplemental assessment".

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (100,029) | 0 | 0 | (100,029) | (1) |

4. Reduction in Workforce - Principal Appraiser

The Real Property Division is reducing one vacant Principal Appraiser position in the Commercial valuation district to meet budget reduction targets. The Department will need the talent and expertise of the two Senior Commercial Appraisers to manage the anticipated influx of Requests for Decline in Assessed Value from the Commercial sector. Reducing the Principal Appraiser in the Commercial valuation district increases the administrative workload of the two remaining Principal Appraisers in the Commercial valuation district and the Division Manager but will support the Department's efforts to prepare for the complicated commercial appeals that will follow in the wake of the current economic climate and the Requests for Decline in Assessed Value reviews. The reduction of this position will greatly impact the completion of valuations, especially with the anticipated substantial increase in commercial appeals and requests for decline reviews from FY 2009-10 through FY 2011-12, and possibly beyond. This reduction could result in longer resolution time of these high values, complex property appeals and decline

reviews, potentially impacting the Department's ability to meet the performance target of "99% of real property activities processed by close of the roll".

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (129,453) | 0 | 0 | (129,453) | (1) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (432,589) | (27,891) | 0 | 0 | 404,698 | (3) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; increase in property tax administration fee; and increase in Fund Balance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 256,602 | 504,157 | 0 | 0 | 247,555 | 0 |

Administration and Support (1320P)

Program Locator

County

Collaborative Community

Assessor-County Clerk-Recorder

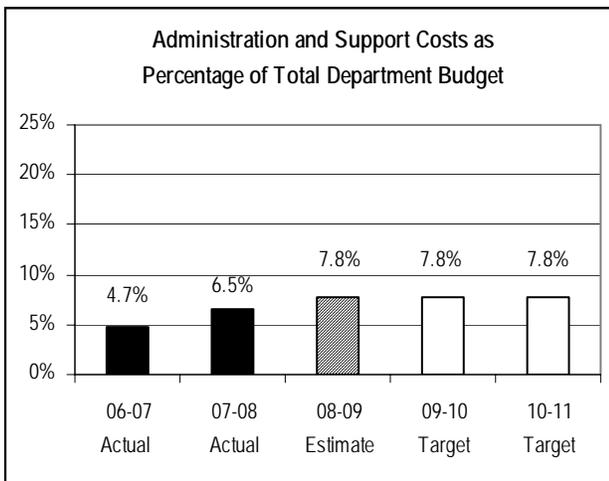
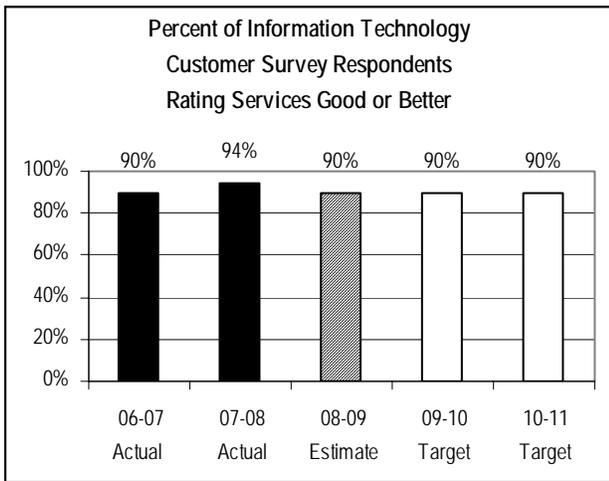
Appraisal Services

▷ **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, information technology; developing cash handling procedures; providing monthly financial reporting to managers; providing community outreach initiatives for all divisions; and strengthening public information efforts to advise the public of new services, laws, regulations and forums. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025.

The following are major accomplishments in the current year:

- Initiated e-Government initiatives in every division making various public services more accessible, secure and transparent
- Offered online programs on how to use the eSlate Voting System and provided voting materials in English, Spanish and Chinese to better serve the diverse community
- Continued to preserve official records of land, property, voting results and vital statistics
- Added new security measures to protect the technology, e-mail, records, facility and people from intentional and unintentional harm utilizing back-up procedures, security cameras, searchable, digitized and long-life film imaging steps
- Continued to produce monthly financial reports to the management team to assist them in analyzing and weighing the fiscal implications of departmental initiatives
- Assisted with the *Anatomy of an Election*, a live television simulcast of election day / night activities to help the public understand the election process and provide transparency in the conduct of an election
- Received a grant in the amount of \$142,500 from Help America Vote Act (HAVA) to improve access to polling locations, create voting information and materials that are equally usable by voters with disabilities in an effort to further equal access to voting
- Revised Sample Ballot and Update Communications to the Voter; this includes all forms, manuals, voter instructions, voter outreach materials and polling place guides

Story Behind Performance

Staff development training classes, cross-training efforts and the automation of processes have helped to conserve resources without compromising initiatives or services. The Administration and Support Program costs represent about 7.8% in FY 2008-09 of the Department's budget and has increased from previous years due to the Cost of Living Adjustment (COLA) and benefit increases.

A comprehensive Communications Plan was developed to guide the public information and communication outreach strategies for the Department as a whole. Public communications include: the redesign and rewrite of CARE brochures to reflect changes in state law and local ordinances, a redesign of the www.smcare.org web site 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 development of a second tier of communication outreach; the production of a grant request for HAVA funds to improve accessibility; 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. This year, CARE undertook the production of a live Election Night show to provide a never-before-seen look inside elections. The project was the product of a partnership between PenTV and Comcast and it was created to make the election processes transparent and open to build public confidence.

The County as a whole faces many content management challenges such as administering volumes of documents, getting 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 has launched five new EDMS business solutions this year supporting various assessor 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 simplifies 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. In FY 2007-08, customer ratings reflected a 94% satisfaction with Information Technology services.

Major challenge over the next two years will be:

- To assure the public that the Department's systems are reliable
- To manage workload of vacant Deputy Director positions and conduct timely recruitments to fill executive positions
- To coordinate succession planning efforts, given that 30% of highly experienced staff are slated to retire over the next three to five years

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 document strategies including the imaging project and FileNet
- Provide useful information and forms online

Maintain Administration and Support Costs at 7.8%

- Continue to provide division managers monthly financial reports
- Conduct a Department-wide review of fees to determine if actual costs to provide services are fully recovered
- Determine if a surcharge for research requests is feasible
- Monitor HAVA and other departmental programs in order to identify state reimbursement opportunities

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of payables processed | 4,206 | 6,671 | 4,500 | 4,500 | 4,500 |
| Number of information technology service requests (high priority) | 674 | 388 | 500 | 500 | 500 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of payables paid on time | 89% | 88% | 90% | 90% | 90% |
| Percent of business application availability | 100% | 99% | 96% | 96% | 96% |
| Average hours from information service request to resolution (high priority) | 11 | 8 | 8 | 8 | 8 |
| Percent of information technology customer survey respondents rating services good or better | 90% | 94% | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Administration and Support costs as percentage of total departmental budget | 4.7% | 6.5% | 7.8% | 7.8% | 7.8% |
| Amount of property transfer tax collected for taxing agencies | \$13,300,257 | \$9,987,947 | \$7,000,000 | \$5,500,000 | \$7,000,000 |

Administration and Support (1320P)
Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 12.0 | 12.0 | 10.0 | 8.0 | (2.0) | 8.0 |
| Funded FTE | 12.0 | 11.7 | 10.0 | 8.2 | (1.8) | 8.2 |
| Total Requirements | 1,390,512 | 1,424,905 | 1,478,471 | 1,230,601 | (247,870) | 1,278,279 |
| Total Sources | 598,971 | 557,754 | 428,425 | 306,193 | (122,232) | 322,603 |
| Net County Cost | 791,541 | 867,151 | 1,050,046 | 924,408 | (125,638) | 955,676 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 1,050,046 | 924,408 | (125,638) | 955,676 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$924,408 or 75%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and a decrease in trust fund revenue transfers due to declining Fund Balances.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (122,232) | 654 | 0 | 0 | 122,886 | 0 |

2. Reduction in Workforce - Management Analyst III

A vacant Management Analyst III position is being eliminated in the Administration and Support area of the Department. This vacant position previously provided professional administrative services, contract development, review, execution and management of contracts, business analysis and process documentation for all three divisions in the Department and the executive management and administrative team. The reduction of this position will impact the Department's capacity to handle complex contract review and executions in a timely manner, alter its ability to provide comprehensive oversight and management of complex contracts, slow or halt initiatives under way to conduct business analysis and significantly impair the Department's ability to implement new process improvement projects.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (131,265) | 0 | 0 | (131,265) | (1) |

3. Reduction in Workforce - Information Technology Analyst

An Information Technology (IT) Analyst position is being eliminated in the Administration and Support area of the department. This IT Analyst position is funded from a trust fund which has been depleted. This position provides professional technical and analyst services for all three divisions in the Department, the executive management and administrative team, other departments and local public agencies and cities within the County of San Mateo. Eliminating this position will have an impact on the timeliness and quality of services provided by the Department.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (117,259) | 0 | 0 | (117,259) | (1) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (122,232) | (247,870) | 0 | 0 | (125,638) | (2) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; and increases in retirement and retiree health contributions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 16,410 | 47,678 | 0 | 0 | 31,268 | 0 |

Elections (1330P)

Program Locator

County

Collaborative Community

Assessor-County Clerk-Recorder

Appraisal Services

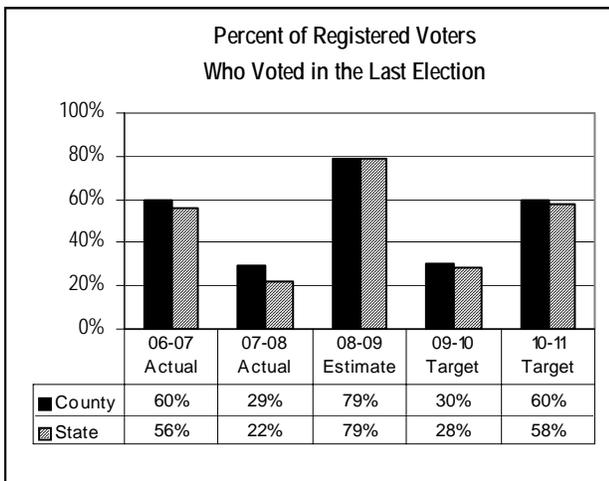
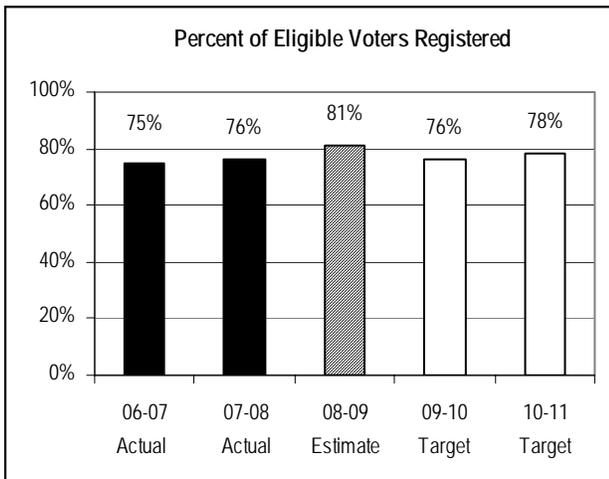
Administration and Support



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:

- Achieved records in the number of registered voters (389,718), the number of votes cast (307,350), the number of permanent vote by mail voter (159,145), and the number of vote by mail ballots cast (140,856)
- Continued to outperform the state average of 74.6% for percentage of voter registration with 81.3%
- Expanded and improved the Student Poll Worker program by introducing the program to all schools in San Mateo County that were interested in participating and a total of 1,001 students served as full pledge election officers up from a previous high of 350 students
- Delivered a "first in the nation" live television simulcast of election day / night activities, entitled *An Anatomy of Elections*, to increase voter education and election security and transparency
- Implemented a three-tiered voter / poll worker telephone call center system which successfully met the extraordinary number of calls received of 17,375 during the Presidential General Election
- Deployed a 25 person internal call center and a 50 person external call center to support the 2008 November General Election call volumes
- Successfully conducted 5 major elections and 2 minor elections, in highly compressed and overlapping timelines within one calendar year
- Completed the re-engineering of all Polling Place processes, forms and instructions, streamlined and simplified the poll worker paper work
- Increased security measures for all aspects of the election cycle such as Two Person Integrity (TPI), Security logs, Improved Seals, Chain of Custody processes and logs, etc.
- Developed a comprehensive Observers Plan that accommodated active groups of official election observers represented by political parties, academic entities and foreign officials
- Implemented the use of enhanced technology to support the elections process and execution and developed four custom applications to support call center management; trouble tracking and Election Day resource management, asset tracking and management, and a specialized web application for the general

public to track election day results real time on election night through finalization of the vote count

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 deployed 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. To meet this emerging market demand, the Elections Office added these functionalities for the 2008 Presidential Election Cycle. The elections website, had nearly 500,000 visits in web traffic last year; these strategies kept the site relevant with timely election information.

One of the key ingredients in conducting a successful election is well trained poll workers. For the November 2008 Presidential Election, the Elections Office provided poll workers with four different levels of hands-on training which included interactive labs, comprehensive training courses and materials, online videos and materials and drop-in labs for refresher training. Additional training was also conducted that covered new security and chain of custody requirements mandated by the Secretary of State. By expanding the Student Poll Worker Program after a successful pilot program, the Elections Office has built a foundation to supplement the phenomenon of diminishing number of ageing adult poll workers. Students who participate take with them a foundation for voting and understanding of a fundamental part of democracy and this helps to instill a habit of voting for a lifetime. Additionally, the students bring new energy and cooperation amongst more mature poll workers. Students have also been a great source to assist with the setup and closing of new voting systems.

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. A record 11,212 voters made use of the voting centers to cast their ballots during the November 2008 Presidential Election.

Turnout for the elections will continue to fluctuate due to the nature and scope of varying contests scheduled for each election. Three all mail special school district elections are scheduled for May 5; turnout is expected to be about 30-35%; the Special Statewide Election to fix the budget scheduled for May 19 is expected to generate 28-33% turnout; while the June 2 Election for the Redwood City School District is expected to generate a 30% turnout. It is difficult to project turnout for the statewide special because there is no recent comparable election with only propositions on the ballot. The Gubernatorial General Election scheduled for November 2010 will

result in a new governor for the state of California where interests and participation is expected to be high with a 60% projected turnout. To better understand the fluctuating costs of elections, a new measure has been added for FY 2009-10 that is related to the cost per registered voter. This is calculated by taking the 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.

Major challenges over the next two years will be:

- To create a dynamic budget model that adequately funds unplanned and vicissitude election cycles
- To implement cost control measures and tools that will help in managing elections costs
- To continue to fully meet the security requirements set by the Secretary of State in it's recertification of voting systems used in California
- To continue efforts to increase transparency of the election, while maintaining accuracy and accountability and facilitating observers throughout the process
- To anticipate the need to meet changing standards from both federal and state authorities as new standards in the administration and use of voting system are passed into law
- To manage the Help America Vote Act's (HAVA) requirement under a new mandated statewide voter database system to be used by all counties in the update and management of voter registration, voter qualification, and election rosters of voters
- To continue polling place surveys to determine CARE's compliance of state and federal ADA access for voters in all polling places
- To evaluate a replacement for the current voter registration system

Program Objectives

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

Register at Least 78% of Eligible Voters

- Develop and implement a comprehensive voter registration and education plan involving all segments of the voting age population and communities in San Mateo County
- Enhance voter confidence in the security of the voting process, including facility changes to enhance security of ballots, intrusions, and accountability, and through education, direct engagement, participation, and interactive web applications
- Continue to improve access to and convenience of the registration process through education, creation of neighborhood democracy centers, and exploration of electronic voter registration by way of new legislation
- Partner with the League of Women Voters, community organizations, County agencies, community colleges and high schools and other resources with unique outreach programs

-
- Perform regularly scheduled voter file maintenance activities

Maintain the Percent of Registered Voters who Voted in Last Election to be Above the State Average

- Continue to improve access to and convenience of the voting process with more efficient and convenient methods for voters to vote by mail and Universal Voting Centers
- Enhance voter confidence in the security of the voting process through education, direct engagement with participation, and input through community organization events, school programs and Public Service Announcements
- Build upon the success of the Poll Worker Academy, to improve the voting experience for workers as well as voters by conducting open houses, creating election videos, the Inside Elections Blog and Election News Now, within the Elections website to allow for input and exchanges of ideas
- Continue to make elections more transparent with tools such as Precinct Tracker showing the movement of ballots from polling place to tabulation and Race Tracker displaying results faster and with more details 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of new voters enrolled | 15,878 | 27,320 | 35,177 | 15,000 | 21,000 |
| Number of poll workers | 2,276 | 1,584 | 2,877 | 1,600 | 1,700 |
| Number of voting precincts | 472 | 448 | 448 | 400 | 415 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of eligible voters registered to vote | 75% | 76% | 81% | 76% | 78% |
| Percent of eligible voters registered to vote by mail | 39% | 44% | 41% | 43% | 44% |
| Cost per Registered Voter | \$6.55 | \$5.82 | \$9.11 | \$5.50 | \$6.50 |
| Recruitment cost per poll worker | \$41 | \$29 | \$15 | \$29 | \$26 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and Percent of registered voters who voted in last election - SMC ⁽¹⁾ | 210,538 / 60% | 104,160 / 29% | 307,350 / 79% | 105,000 / 30% | 222,000 / 60% |
| Percent of registered voters in last elections - Statewide Average ⁽¹⁾ | 56% | 22% | 79% | 28% | 58% |
| Number/Percent of registered voters who voted by mail in last election ⁽¹⁾ | 104,606 / 30% | 67,166 / 19% | 151,928 / 39% | 58,800 / 17% | 111,000 / 30% |

⁽¹⁾ Elections occurred or will occur as follows: Gubernatorial election in FY 2006-07; Statewide Uniform District Election (UDEL) / Presidential primary elections in FY 2007-08; Presidential General Election in FY 2008-09; Special Statewide Election in FY 2008-09; Special School District in FY 2008-09 and local UDEL / Gubernatorial Primary Elections in FY 2009-10.

Elections (1330P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 11.0 | 12.0 | 12.0 | 11.0 | (1.0) | 11.0 |
| Funded FTE | 11.0 | 12.0 | 12.0 | 11.0 | (1.0) | 11.0 |
| Total Requirements | 14,948,240 | 6,026,342 | 4,347,553 | 4,421,471 | 73,918 | 3,815,984 |
| Total Sources | 12,956,314 | 3,254,389 | 1,634,391 | 2,359,604 | 725,213 | 1,512,230 |
| Net County Cost | 1,991,926 | 2,771,952 | 2,713,162 | 2,061,867 | (651,295) | 2,303,754 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | 2,713,162 | 2,061,867 | (651,295) | 2,303,754 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,061,867 or 47%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time State Aid; increase in election service charges due to conduct of two major elections; increase in labor costs; increase in operating costs; increase in various services charges and increase in Intrafund Transfers to cover two scheduled elections in FY 2009-10.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 725,213 | 2,710,195 | 0 | 0 | 1,984,982 | 0 |

2. Reduction in Workforce - Elections Specialist III

One vacant Elections Specialist III position has been deleted from the Elections Division. The complexity in conducting elections has increased greatly in recent years. The HAVA and Proposition 41 placed new requirements where ensuring accessibility to all voters directly impacted the preparation and conduct of elections. New electronic machines that are accessible to all voters require a higher level of knowledge and ability to maintain, program, test, and deploy. On top of these mandates, the Secretary of State imposed 38 new requirements on the use of voting systems due to concerns about their security weaknesses. These requirements include stringent tracking and chain-of-custody procedures adding to an already complicated process. Vendor involvement, including on-site assistance, was limited by the state. "Programming", testing, and validation of the voting system is now entirely performed by the County; analytical and technical skills that were not intended for the qualifications of the current elections staff. The federal and state accessible and security requirements and the expanded maintenance needs in the vote by mail area of elections presents complex challenges to an already lean and flat organization. Additional skill sets and the ability to quickly learn new systems while performing time critical and politically sensitive activities tests the most prepared and seasoned workers. The Elections Division will look for ways to simplify elections and will work to engage organizations and public facilities to assist with assuring accessible polling places and recruit workers with the right technical skill sets, project handling abilities, and analytical aptitudes to manage how elections are conducted in California.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (101,601) | 0 | 0 | (101,601) | (1) |

3. Election Costs for two Scheduled Elections

There are two major elections in FY 2009-10 versus one major election in FY 2008-09. This reimbursement from the General Fund offsets election costs for extra-help positions and election related expenditures. November 3, 2009 is a local election where a large number of San Mateo County's cities (13), schools (14), and special districts (19) will elect their governing members. The expected turnout is 28-32%. The Gubernatorial Primary Election is scheduled for June 8, 2010. Voters participating will decide which candidates will represent their parties to run for the office of the Governor, Lieutenant Governor, Secretary of State, Controller, Treasurer, Attorney General, Insurance Commissioner, Board of Equalization, and Superintendent of Public Instruction in the scheduled Gubernatorial General Election in November 2010. Non-partisan voters may be allowed to participate in these elections if a party notifies the Secretary of State of such an option. Federal offices and county offices are also scheduled to appear on the ballot. The expected turnout is 35-40%.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 0 | (2,534,676) | 0 | (2,534,676) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 725,213 | 2,608,594 | (2,534,676) | 0 | (651,295) | (1) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; elimination of reimbursement from the General Fund for two elections in FY 2009-10 and an increase for one election in FY 2010-11.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (847,374) | (2,397,036) | 2,534,676 | 0 | 985,014 | 0 |

5. Gubernatorial Election

Anticipated increase in costs for the statewide Gubernatorial election in November 2010 will be transferred from General Fund to cover additional election related expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 0 | (743,127) | 0 | (743,127) | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (847,374) | (2,397,036) | 1,791,549 | 0 | 241,887 | 0 |

County Clerk-Recorder (1340P)

Program Locator

County

Collaborative Community

Assessor-County Clerk-Recorder

Appraisal Services

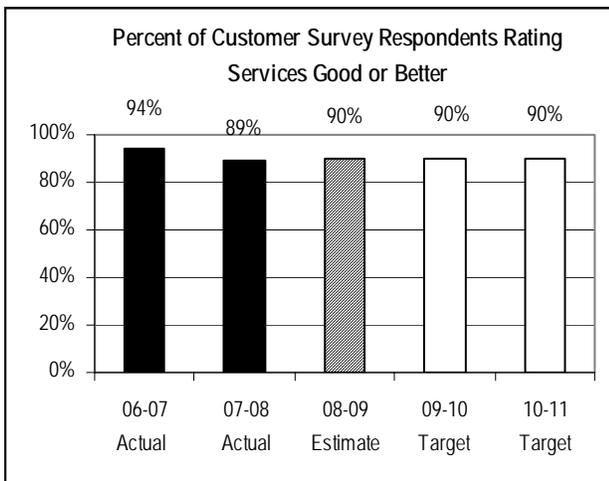
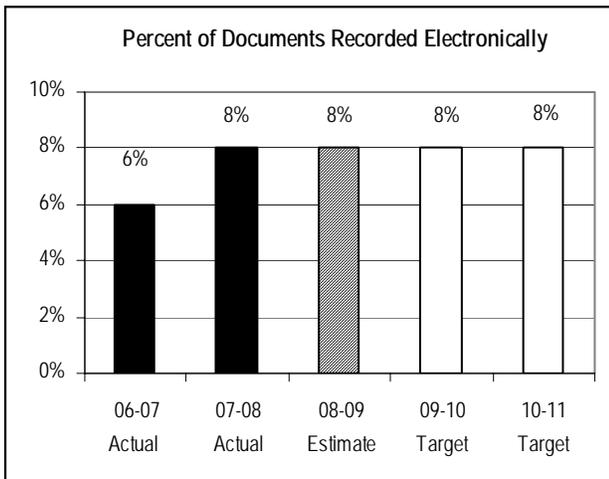
Administration and Support

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 workstations and easy access to searchable databases that yield the information in just a few seconds, as well as historical microfilm and books.

The following are major accomplishments in the current year:

- Implemented the Social Security Truncation Program whereby the first five digits of the social security number are removed from all recorded documents (pursuant to AB 1168, Ch. 627, Stats. of 2008)
- Implemented an automatic indexing application which will reduce repetitive motion for staff by finding and automatically populating required indexing information
- Continued efforts to improve all of CARE's Internet sites for ease of use as well as expanding the functionality of the website
- Continued to streamline processes and automate documents and forms in the County Clerk-Recorder's unit
- Continued excellent customer service options by working closer with the public and private industry
- Provided leadership in California with the County Recorder Association and the business sector to educate all interested parties on related industry issues, such as eRecording

Story Behind Performance

In 2002 the County 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. Presently the Office is analyzing the various multi-county systems which will go live in 2009. These electronic recording efforts save enormous time, reduce errors and create a more timely public record. Even though a low percentage of documents are electronically transferred at this time, gains will be made in the area of eRecording in the upcoming year.

The Clerk-Recorder Division expects to electronically transfer 8% of all documents in FY 2008-09. Currently, vital records are the only type of documents that are submitted electronically. When this measurement was originally created it was expected that the electronic recording of land record documents would be adopted quickly. Even though the expansion of electronic recording has been slow to develop, the new goal will be to include land records from both the business industry and government entities in FY 2009-10.

To better serve the County's diverse population, staff provides customer service in English, Spanish and Chinese. These efforts

and several other endeavors, such as updated computers for research, digitized images of historical records and improved online services have had a direct bearing on customer service delivery. In FY 2007-08, the Cares 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.

Balancing mandated requirements, uncertain real estate market workloads and implementation of much needed electronic processes is a challenging endeavor for the Clerk-Recorder. A new law was enacted in 2009 requiring the truncation of the first five digits of all Social Security numbers on recorded documents from 1980 to present. This law has established many projects in the Office, such as implementing new software programs and converting microfilm to digital images to name only a few. While implementing Phase 1 of the project, which requires staff to verify all documents have been properly truncated, the workload of daily operations has become greatly erratic at times with anywhere from 500 to over 1000 documents in a day. A long term project to automate the recording process and bring great efficiencies to the Office in the form of electronic recording is close at hand in 2009. The need to launch a full eRecording program is essential to the future success of the Office and industry at large.

Major challenges over the next two years will be:

- To continue efforts in addressing the transfer tax issues so that all entities are treated equally
- To continue to deliver excellent customer service while implementing eGovernment initiatives
- To balance the rights of privacy with the right to access public information
- To manage workload with limited resources

Program Objectives

The County Clerk-Recorder will meet performance targets by doing the following:

Achieve 8% of Electronically Recorded Documents

- Evaluate additional online eGovernment applications
- Expand the use and availability of Geographic Information System to support parcel management related to map and deed locates (GIS)
- Partner with an approved multi-county eRecording system
- Promote statewide educational sessions for industry and government leaders to educate and promote eRecording as well as other related topics

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve communication with other departments, outside agencies and title companies
- Provide trilingual instructions for customers at each computer

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of official and vital documents examined, recorded and indexed | 205,364 | 172,415 | 150,000 | 125,000 | 130,000 |
| Number of customers assisted per day (on-site and callers) | 356 | 334 | 350 | 300 | 300 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of documents electronically recorded | 6% | 8% | 8% | 8% | 8% |
| Percent of customer survey respondents rating services good or better | 94% | 89% | 90% | 90% | 90% |
| Percent of transactions processed correctly | 99% | 99% | 99% | 99% | 99% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent change in error rate of distribution of transfer tax from prior year | 9.6% | 5.5% | 7% | 7% | 7% |
| Amount of recording fees generated | \$1,955,435 | \$1,455,877 | \$975,000 | \$950,000 | \$950,000 |

County Clerk-Recorder (1340P)
Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 24.0 | 24.0 | 22.0 | 22.0 | | 22.0 |
| Funded FTE | 24.0 | 24.0 | 22.0 | 22.0 | | 22.0 |
| Total Requirements | 3,254,490 | 3,498,316 | 3,448,557 | 2,820,857 | (627,700) | 2,869,283 |
| Total Sources | 4,807,339 | 4,095,598 | 4,124,431 | 2,291,759 | (1,832,672) | 2,340,185 |
| Net County Cost | (1,552,849) | (597,283) | (675,874) | 529,098 | 1,204,972 | 529,098 |
| NCC Breakdown | | | | | | |
| Mandated Services | | | (675,874) | (112,883) | 562,991 | (112,883) |
| Local Overmatch | | | | 641,981 | 641,981 | 641,981 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$529,098 or 19%. This amount includes Mandated Services with no specified maintenance of effort (MOE) requirements and Local Overmatch due to reduced revenues from the trust funds.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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 annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); decrease in document recording fees and trust fund revenues due to the decline in real estate market activity, reductions in contract service charges; increase in equipment rental; increase in various services charges and increase Intrafund Transfer to cover the shortfall for document recording fees and operational expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,832,672) | 14,281 | 0 | 0 | 1,846,953 | 0 |

2. One-Time General Fund Augmentation

This Intrafund Transfer from the General Fund is being provided to the Assessor-County Clerk-Recorder in order to maintain operational service levels within the Recorder Division. Due to a downturn in the economy and a significant slowdown in the real estate market, annual revenues generated from document recording fees and micrographic conversion fees no longer cover overhead operating expenses. This one-time budget augmentation being provided from the General Fund offsets the reduction in Recorder fees, which routinely has provided funding for overhead operating expenses and contingent staffing in the Clerk-Recorder Division. Due to a downturn in the economy, and a significant decrease in departmental revenues, there is a shortfall in funding for this effort. This one-time loan amount will be tracked and repaid when the economy recovers and the Department is able to meet the County's reserve policy.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 0 | (641,981) | 0 | (641,981) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (1,832,672) | 14,281 | (641,981) | 0 | 1,204,972 | 0 |

FY 2010-11 Program Funding Adjustments

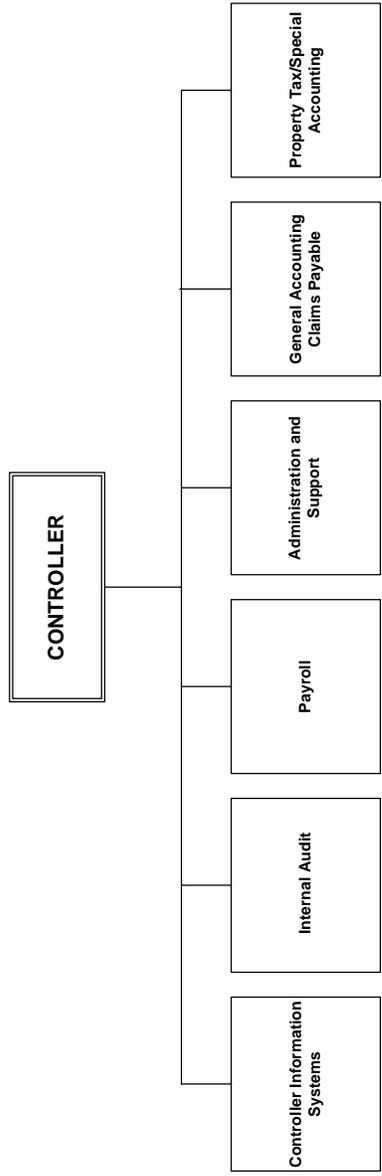
The following are significant changes from the FY 2009-10 to the FY 2010-11 Recommended Budget:

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; increases in retirement and retiree health contributions; reduction of one-time reimbursement from the General Fund, which will be tracked and repaid when the economy recovers; reduction in contracts and reduction in County Clerk-Recorder's Office space.

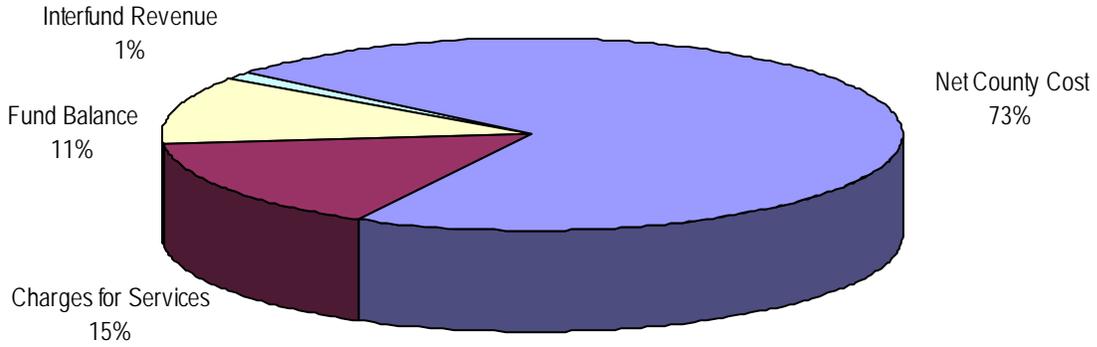
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 48,426 | (383,912) | 432,338 | 0 | 0 | 0 |

CONTROLLER'S OFFICE

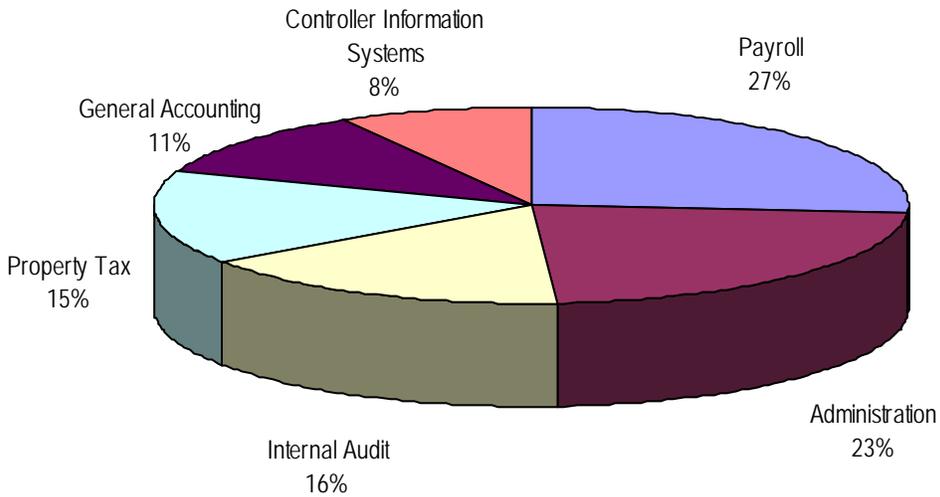


Controller's Office

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

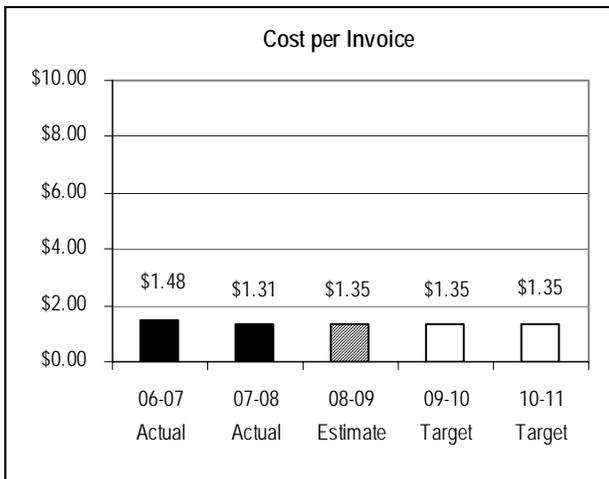
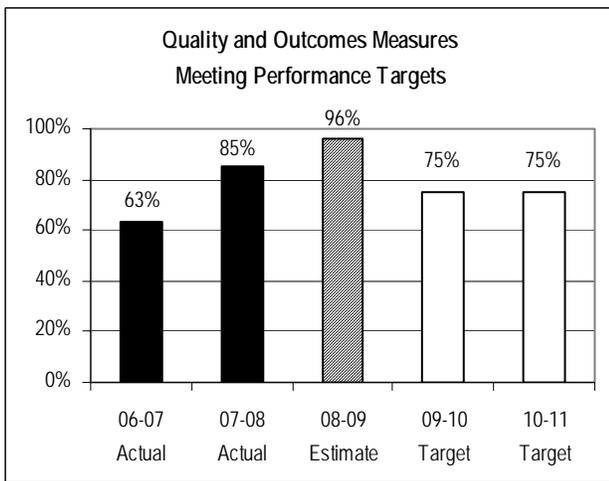
- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Real Property Services
- Assessor-County Clerk-Recorder



Controller's Office

- Treasurer-Tax Collector
- Retirement (*SamCERA*)
- County Counsel
- Information Services Department
- Non-Departmental

Department Measures



Department Mission Statement

The Controller's Office contributes to the stability and efficiency of the County by working collaboratively with County departments, cities, special districts, other local agencies and the taxpayers of San Mateo County to provide high quality accounting, auditing, payroll and tax accounting services and financial information in a courteous, cooperative and cost effective manner.

Contributions to Shared Vision 2025
(Fiscal Years 2000 – 2008)

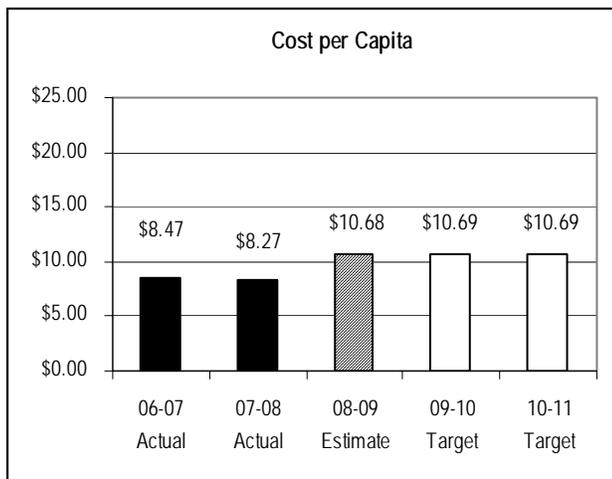
COLLABORATIVE COMMUNITY: Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

- **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.
- **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 participated in the implementation of Automated Time Keeping System Phase 2 (ATKS) to enable all County, Courts and Special Districts employees to complete, approve and process payroll time sheets electronically.

Participation in direct deposit program was increased to 97.5%, exceeding the national average of 71%.



Major Accomplishments in FY 2008-09

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 \$91 million
- 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 enable all County, Courts and Special Districts employees to complete, approve and process payroll time sheets electronically
- 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
- Improved internal administrative support services, enabling Controller's staff to provide better financial services to customers, reduce risks, and increase effectiveness
- Earned 90% good or excellent customer service ratings overall

Major Issues to be Addressed

- **Deficiencies in Internal Controls**—The County's Grand Jury Auditors have reported that the Controller's Office should continue to document the countywide internal control environment within the guidelines of the Committee of Sponsoring Organization (COSO) internal control framework and the American Institute of Certified Public Accountants' guidelines.
- **Technology and Training**—Implementing ongoing technology enhancements including E-Payments, Automated Appropriation Transfer Request (ATR) Workflow, and Grant Accounting

continues to be a challenge due to staffing constraints noted by the County's Grand Jury Auditors.

Key Department Initiatives

1. Fixing Structural Internal Control Deficiencies

Alignment to Shared Vision:

- Collaborative Community

Major Issues to be Addressed:

- As noted in the Grand Jury Auditors' Report to Management, a comprehensive risk analysis is needed to assess the effectiveness of countywide internal control framework to provide a central reference guide of County policies and procedures that assists in the management of risks relating to financial reporting.
- Implementation of automated processes available with the County's current financial system (IFAS) is constrained by staffing resources in the General Accounting Division. Such available enhancements include E-Payments to vendors, automated workflow and document imaging for paper intensive processes (e.g. ATR processing, contract processing), and system upgrades to support these enhancements.

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
- Ensure the County's major funding sources are not interrupted due to non-compliance with statutory reporting requirements
- Ensure the County's financial transactions continue to be recorded timely and properly without disruption during succession changes
- Maintain an efficient central accounting office

Major Milestones:

- Implement recommendations of the Grand Jury Auditors and Human Resources Department by June 2010
- Implement IFAS Grants Module and develop reports required to support internal controls and reporting requirements by June 2010
- Measure results on an ongoing basis

Partners:

- Human Resources Department
- Information Services Department
- All other County Departments

FY 2009-10 Budget Impact:

The Controller's Office has received a one-time funding of \$175,000 from Non-Departmental Services for the implementation of the IFAS Grants Module in FY 2009-10.

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 or process improvements to the County's financial system, which would benefit all County fiscal operations.
- 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.
- There have been delays in delivering eCommerce, which would allow for electronic payments to vendors (including Community-Based Organizations).

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:

- Recruit and hire one Financial Services Manager II to assist in improving accounting and payroll processes
- Increase the number of accounting transactions processed electronically
- Reduce the number of payroll adjustments
- Implement e-advice for payroll

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 2009-10 Budget Impact:

This key initiative has no impact on the FY 2009-10 budget.

- 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

Controller Information Systems

- Continue to maintain the County's financial system avoiding high costs of implementing a new system
- Move to an Application Service Provider business model to free up resources to implement system enhancements including grants module, e-payments, and e-printing

General Accounting / Accounts Payable

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

Other Significant Objectives by Program

The Controller's Office includes the following programs:

- Administration
- Internal Audit
- Payroll Services
- Controller Information Systems

Controller's Office (1400B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 1,261,449 | 1,233,251 | 1,267,533 | 1,319,720 | 52,187 | 1,320,776 |
| Interfund Revenue | 145,320 | 141,448 | 118,309 | 124,593 | 6,284 | 128,588 |
| Miscellaneous Revenue | 145,216 | 13,040 | | | | |
| Total Revenue | 1,551,985 | 1,387,739 | 1,385,842 | 1,444,313 | 58,471 | 1,449,364 |
| Fund Balance | 928,389 | 1,003,339 | 1,070,823 | 976,397 | (94,426) | 959,397 |
| TOTAL SOURCES | 2,480,374 | 2,391,078 | 2,456,665 | 2,420,710 | (35,955) | 2,408,761 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 4,440,704 | 4,568,075 | 5,308,230 | 5,355,779 | 47,549 | 5,718,826 |
| Services and Supplies | 366,362 | 332,912 | 423,385 | 639,567 | 216,182 | 321,078 |
| Other Charges | 954,971 | 1,005,261 | 2,805,161 | 2,812,838 | 7,677 | 2,812,838 |
| Fixed Assets | 14,363 | 10,024 | | | | |
| Gross Appropriations | 5,776,400 | 5,916,273 | 8,536,776 | 8,808,184 | 271,408 | 8,852,742 |
| Intrafund Transfers | | (71,865) | (729,775) | (826,900) | (97,125) | (651,900) |
| Net Appropriations | 5,776,400 | 5,844,408 | 7,807,001 | 7,981,284 | 174,283 | 8,200,842 |
| Contingencies/Dept Reserves | 537,946 | 612,896 | 644,813 | 570,233 | (74,580) | 570,233 |
| TOTAL REQUIREMENTS | 6,314,346 | 6,457,304 | 8,451,814 | 8,551,517 | 99,703 | 8,771,075 |
| NET COUNTY COST | 3,833,971 | 4,066,225 | 5,995,149 | 6,130,807 | 135,658 | 6,362,314 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 41.0 | 44.0 | 45.0 | 45.0 | | 45.0 |
| Funded FTE | 40.1 | 43.0 | 44.0 | 43.6 | (0.4) | 43.6 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$35,955 or 1.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$52,187 in this funding source due to an increase in handling fees for property tax special charges and an increase in audit fees.

Interfund Revenue

There is an increase of \$6,284 in this funding source due to an increase in audit fees, garnishments administrative fees and reissue W-2 fees.

Fund Balance

There is a decrease of \$94,426 in this funding source due to less than anticipated savings by the end of FY 2008-09.

TOTAL REQUIREMENTS

Total Requirements increased by \$99,703 or 1.2% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$47,549 in this expenditure category primarily due to annualized negotiated labor increases and a mid-year position change associated with the addition of a Financial Services Manager II position to oversee General Accounting and Accounts Payable divisions. These increases are offset by the deletion of double fill costs associated with the Financial Services Manager II position for the County financial system (IFAS) administration and a Senior Accountant position for property tax distribution.

Services and Supplies

There is a net increase of \$216,182 in this expenditure category due to the implementation of the Grants Module and an increase in costs for professional contract services.

Other Charges

There is a net increase of \$7,677 in this expenditure category due to increases in service charges from other County departments.

Intrafund Transfers

There is a net increase of \$97,125 in this expenditure category due to a reimbursement in the amount of \$175,000 from Non-Departmental Services for the implementation of the Grants Module and the elimination of the reimbursement for the double fill for a Financial Services Manager II position for County financial system (IFAS) administration.

Contingencies / Departmental Reserves

There is a decrease of \$74,580 in this expenditure category as funds from the AB 589 reserves were allocated to fund the Assessment Appeals Process Contract. The balance in General Fund Reserves represents 7.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$410,607. This reserve includes \$349,351 in AB 589 funds set aside to cover one-time costs for enhancing the property tax administration system. The Reserves for general purpose is \$220,882 or 2.8% of Net Appropriations.

NET COUNTY COST

There is an increase of \$135,658 or 2.3% in the Controller's Office General Fund allocation, primarily due to an adjustment for the new Financial Services Manager II position to oversee the General Accounting and Accounts Payable divisions.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$11,949 or 0.5% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$1,056 in this funding source due to increased audit fees from other agencies.

Interfund Revenue

There is an increase of \$3,995 in this funding source due to increased financial services fees of \$2,561 from SamCERA and the Joint Powers Financing Authority (JPFA) and increased audit fees of \$1,434 from non-General Fund departments.

Fund Balance

There is a decrease of \$17,000 in this funding source due to the use of Property Tax AB 589 reserves to fund the Assessment Appeals Audit contract in FY 2009-10.

TOTAL REQUIREMENTS

Total Requirements increased by \$219,558 or 2.6% 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 \$363,047 in this expenditure category due to an increase of \$311,647 for retirement contribution increases and merit increases; an increase of \$26,400 for the retiree health adjustment; and an increase of \$25,000 for the removal of one-time adjustment in FY 2009-10.

Services and Supplies

There is a net decrease of \$318,489 in this expenditure category due to the deletion of a one-time adjustment of \$175,000 for the Grants Module contract; the deletion of a one-time adjustment of \$17,000 for the Assessment Appeals contract; and a decrease of \$126,489 due to a reduction of professional services contracts.

Intrafund Transfers

There is a decrease of \$175,000 in this expenditure category due to the deletion of a one-time reimbursement for the Grants Module implementation in FY 2009-10.

Contingencies / Departmental Reserves

There is no change to Reserves. The balance in General Fund Reserves represents 7% of Net Appropriations, which exceeds the County 2% Reserves policy by \$406,216. This reserve includes \$349,351 in AB 589 funds set aside to cover one-time costs for enhancing the property tax administration system. The Reserves for general purpose is \$220,882 or 2.7% of Net Appropriations.

NET COUNTY COST

There is an increase of \$231,507 or 3.8% in this Department's General Fund allocation primarily due to retirement and retiree health contributions.

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

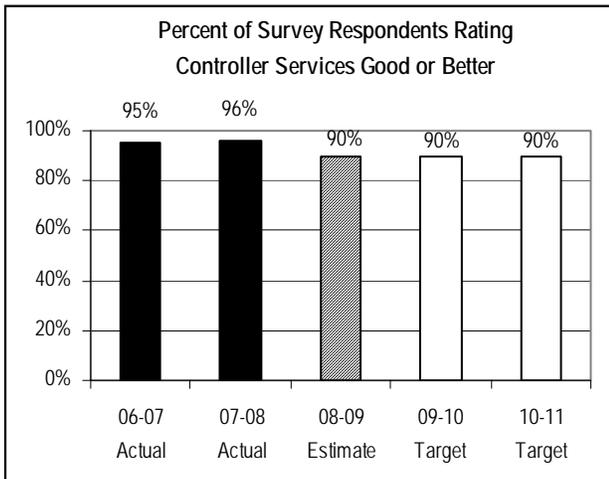
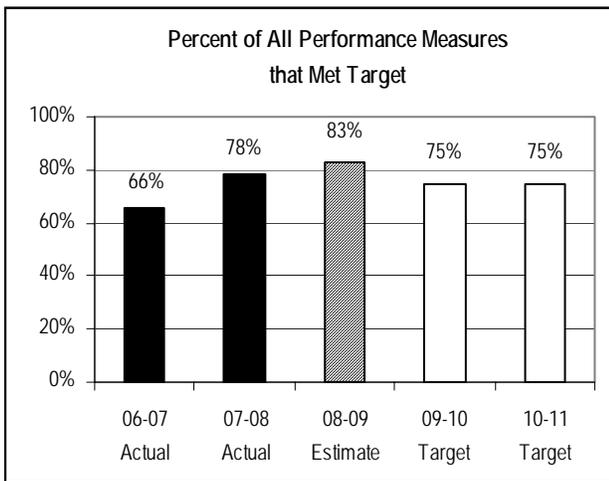
Services and Accomplishments

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 Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Report (PAFR) to provide easy public access to financial information about the County to taxpayers, city, and special district finance staff and County management
- Earned 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
- Conserved resources and preserved services provided by local agencies in the County by conducting operational audits that generated and / or saved a total of \$91 million dollars
- Began implementation of Automated Time Keeping System Phase 2 (ATKS 2) to enable all County, Courts and Special Districts employees to complete, approve and process payroll time sheets electronically
- Began planning and implementation for the countywide upgrade of IFAS 7i 7.9
- Increased staff development through training sessions, staff double fills, and staff work-out-of-class arrangements

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 staff direct the work of the Controller's Office programs, including major projects currently underway. These projects have been undertaken in order to improve services, reduce taxpayer costs, upgrade the technological infrastructure, and enhance the quality and presentation of financial information and reporting models. For all the performance measures monitored by the Controller's Office, 83% 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 over 90% is anticipated in the current year. Customer feedback is distributed to each program and staff to make improvements based on comments provided. Major projects underway that should have a direct impact on customer satisfaction ratings and ensure the Controller's Office meets established performance targets include:

- Conserve resources and preserve services provided by local agencies in the County by conducting operational audits

- Provide easy public access on the Controller's website, which will allow the public and employees to access financial information
- Implement Phase 2 of the Automated Time Keeping System (ATKS 2) to approve and process payroll time sheets electronically

Major challenges over the next two years will be:

- To balance and maintain quality service with limited resources
- To ensure data integrity and reliability and manage systemic change with limited resources

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 operational audits to help County departments identify process savings, new revenue and to stretch resources
- Continue to maintain, upgrade and increase the functionality of the County's financial accounting system
- Continue ongoing improvement of transaction cycle processes to increase productivity while maintaining adequate internal accounting controls
- Provide project management services on countywide projects to realize efficiencies

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve communications and public access to financial information by publishing the Comprehensive Annual Financial Report, the Popular Annual Financial Report, and Property Tax Highlights in order to provide quality public information regarding San Mateo County finances (all of these publications are available online)
- Survey customers annually to continue to identify needs, concerns and meet customer requests for service improvements
- Continue to update the Controller's website to make government more accessible to citizens and support operations

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of performance measures monitored for all programs | 46 | 46 | 46 | 46 | 46 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number of measures where targets were met | 29 | 36 | 38 | 35 | 35 |
| Percent of performance measures where targets were met | 66% | 78% | 83% | 75% | 75% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents rating Controller Services good or better | 95% | 96% | 90% | 90% | 90% |

Administration (1411P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 5.0 | 7.0 | 7.0 | 7.0 | | 7.0 |
| Funded FTE | 5.0 | 7.0 | 7.0 | 6.8 | (0.2) | 6.8 |
| Total Requirements | 1,281,614 | 1,593,002 | 1,886,585 | 1,934,659 | 48,074 | 1,870,370 |
| Total Sources | 550,401 | 532,666 | 646,892 | 610,046 | (36,846) | 610,046 |
| Net County Cost | 731,213 | 1,060,336 | 1,239,693 | 1,324,613 | 84,920 | 1,260,324 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 10,512 | 10,363 | (149) | 10,363 |
| Non-Mandated Services | | | 1,229,181 | 1,314,250 | 85,069 | 1,249,961 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,324,613 or 68.5%, of which \$1,314,250 is discretionary. This discretionary amount includes administration of Controller's Office programs, such as Internal Audit, Payroll Services, Controller Information Systems, General Accounting, and Property Tax / Special Accounting Programs.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 200-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increase in contracts; increase in service charges including office rental and insurance; increase in computer equipment costs due to the transfer of the equipment purchases from the Controller Information System division to Administration division; and a decrease in Fund Balance from FY 2008-09.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (36,846) | 48,074 | 0 | 0 | 84,920 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 increase; increases in retirement and retiree health contributions; and reductions in contracts.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (64,289) | 0 | 0 | (64,289) | 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

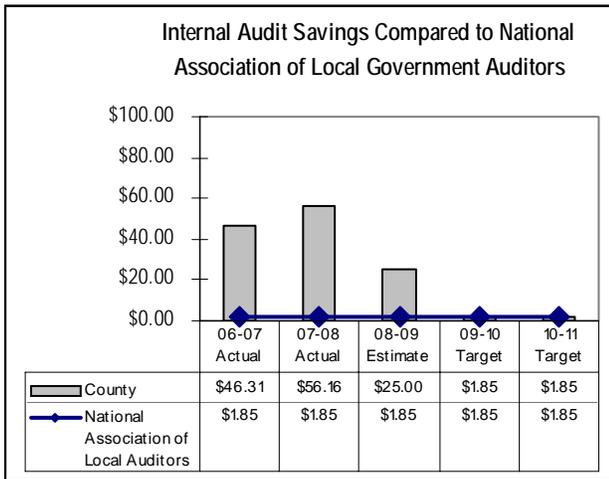
Services and Accomplishments

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:

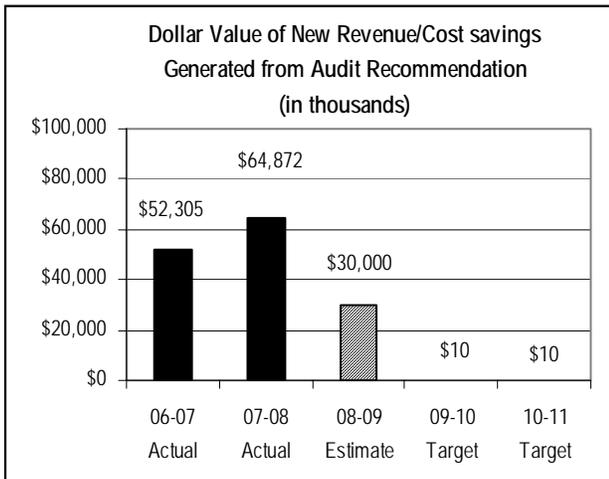
- Generated and / or saved \$91 million through revenue enhancements and cost savings from operational audits such as the Education Revenue Augmentation Fund (ERAF) audit, which generated revenue for the County in the amount of \$66.3 million
- Completed and issued mandatory audits within the statutory and grant contract deadlines even though the Program had difficulty filling vacant auditor positions

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 \$91 million. This was due to the ERAF audit, which alone generated \$66.3 million revenue for the County, and \$24.7 million for local taxing agencies. Using a Civil Grand Jury suggested measure (Association of Local Government Auditors), the County is expected to save over \$53.00 for every dollar spent on internal audit. The savings rate is many times the Association of Local Government Auditor's benchmark of \$1.85.



Mandated audits, which include 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 \$42 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 \$165 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 \$25 million that are collected by the courts, County departments and other agencies.

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.

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 \$1.85

- Increase use of data analysis tools when conducting audits
- Maintain and improve quality control processes
- Identify and review areas that maximize opportunities for cost savings and / or process improvements

Achieve New Revenue and Cost Savings of at Least \$370,000

- Promote effective and efficient operational strategies countywide by working with County management to reduce risks, maximize opportunities and improve / streamline County processes resulting in revenue enhancements and cost reductions
- Provide data analysis that helps with effective decision-making to reduce costs
- Provide consulting services and leadership, as necessary, on major reengineering projects

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of audits conducted: | | | | | |
| - Mandated | 24 | 21 | 18 | 18 | 18 |
| - Discretionary | 0 | 4 | 3 | 3 | 3 |
| - Special projects | 9 | 3 | 6 | 6 | 6 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Dollar savings per Audit employee | \$6,638,376 | \$12,499,498 | \$5,000,000 | \$36,500 | \$36,500 |
| Percent of County budget covered by internal controls review (risk reduction) ⁽¹⁾ | 36% | 35% | 10% | 10% | 10% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of internal audit changes recommended (internal control audits) | 22 | 22 | 15 | 15 | 15 |
| Number of recommended changes that are implemented by departments | 8 | 20 | 25 | 10 | 10 |
| Dollar value of new, one-time revenue enhancements / cost savings (efficiency / effectiveness audits) ⁽²⁾ | \$52,305,856 | \$64,872,392 | \$30,000,000 | \$10,000 | \$10,000 |
| Dollar value of new, ongoing revenue enhancements / cost savings (efficiency / effectiveness audits) ⁽³⁾ | \$0 | \$0 | \$0 | \$370,000 | \$370,000 |
| Percent increase in new revenue collection / cost savings expressed as a percentage of Internal Audit Program budget ⁽⁴⁾ | 4,287% | 5,274% | 2,200% | 40% | 40% |
| Dollars saved for every dollar spent on internal and operational audits ⁽⁵⁾ | | | | | |
| - County | \$46.31 | \$56.16 | \$25.00 | \$1.85 | \$1.85 |
| - National Association of Local Government Auditor's Benchmark | \$1.85 | \$1.85 | \$1.85 | \$1.85 | \$1.85 |

(1) 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.

(2) Figures for FY 2006-07 through FY 2008-09 include ERAF revenue.

(3) No major operational audits that result in new ongoing revenue were completed during FY 2006-07 and FY 2007-08 due to staff shortage. After increase in staff salaries following the completion of a salary survey / study, the Program has been 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 2009-10 and FY 2010-11 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 2009-10 and FY 2010-11 are based on current data from the Benchmarking and Best Practices Survey of the Association of Local Government Auditors. Adjustments will be made as updated data becomes available.

Internal Audit (1421P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 10.0 | 10.0 | 10.0 | 10.0 | | 10.0 |
| Funded FTE | 9.8 | 9.5 | 9.5 | 9.5 | | 9.5 |
| Total Requirements | 1,079,039 | 918,318 | 1,403,160 | 1,408,837 | 5,677 | 1,516,214 |
| Total Sources | 126,720 | 112,174 | 79,849 | 83,000 | 3,151 | 85,490 |
| Net County Cost | 952,319 | 806,144 | 1,323,311 | 1,325,837 | 2,526 | 1,430,724 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 43,023 | 40,877 | (2,146) | 40,877 |
| Mandated Services | | | 1,280,288 | 1,284,960 | 4,672 | 1,389,847 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost is \$1,325,837 or 94.1%, of which 100% is mandated.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); reduction in training; and increase in audit fees and software license fees.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 3,151 | 6,219 | (542) | 0 | 2,526 | 0 |

FY 2010–11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; and increases in audit fees.

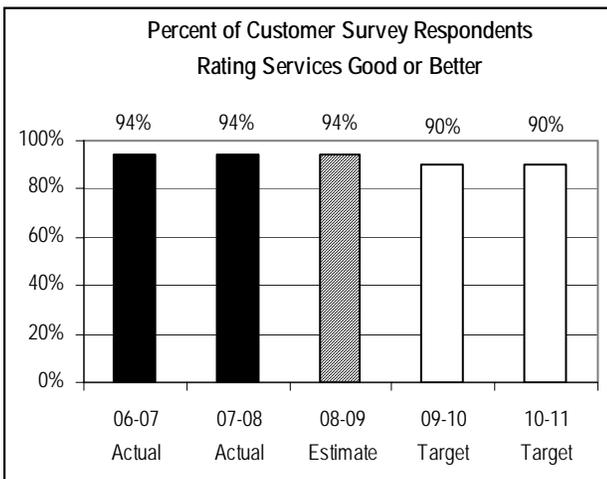
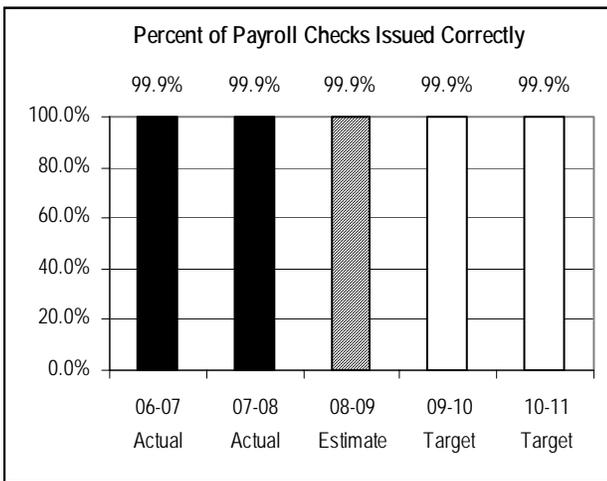
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,490 | 107,377 | 0 | 0 | 104,887 | 0 |

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

Headline Measures



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 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 of Automated Time Keeping System Phase 2 (ATKS 2) to enable all County, Courts and Special Districts employees to complete, approve and process payroll time sheets electronically
- In cooperation with ISD and HR, completed migration of Payroll / Personnel Information System (PIPS) from County mainframe system to external application service provider to reduce system maintenance and operational costs
- In cooperation with ISD, completed Electronic Interfaces Upgrade Project to improve stability and upgrade capabilities of interfaces to and from PIPS
- Worked to increase participation in direct deposit to 97.5%, exceeding the national average of 71%
- Earned 94% good or better customer satisfaction ratings
- Implemented, in conjunction with Treasurer / Tax Collector, procedures to pay employees in the event of a disaster that removes the ability to access ATKS and PIPS
- Began working with ISD and HR to issue payroll advices electronically

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 the Information Services Department, the Payroll Program has completed implementation of Automated Time Keeping System Phase 2 (ATKS 2). The completion of ATKS 2 project will reduce payroll errors, reduce time spent correcting timecards and improve access to current and historical timecards. ATKS 2 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. This Program will play the key role in maintaining the functionality of this system as well as all tasks related to moving time data into the payroll system for processing and payment of employees.

The number of transactions processed electronically increased by over 100% due to implementation of ATKS Phase 2. 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.

eliminating the need to print, sort and hand-deliver biweekly payroll advices to employees

Major challenges over the next two years will be:

- To implement in cooperation with ISD and HR the capability to distribute payroll advices electronically
- To increase employee use of direct deposits to 100%
- To implement, in cooperation with ISD, the Cypress system, which will allow for electronic access to payroll / personnel reports
- 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 implementation and 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 with ISD and HR to develop capability to provide electronic means to access current and historical payroll advices, thus,

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of departmental payroll adjustments processed each pay period | 1,364 | 1,649 | 1,600 | 1,500 | 1,400 |
| Number of department payroll adjustments requiring correction per pay period | 477 | 412 | 400 | 375 | 350 |
| Number of timecard transaction lines processed each pay period | 24,231 | 30,401 | 31,500 | 32,000 | 32,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating services good or better | 94% | 94% | 94% | 90% | 90% |
| Percent of timecard transactions processed electronically ⁽¹⁾ | 43% | 62% | 72% | 98% | 98% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number and percent of payroll checks issued correctly | 167,358 / 99.9% | 170,806 / 99.9% | 172,100 / 99.9% | 173,000 / 99.9% | 173,000 / 99.9% |

⁽¹⁾ 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 6.0 | 6.0 | 6.0 | 6.0 | | 6.0 |
| Funded FTE | 6.0 | 6.0 | 6.0 | 5.9 | (0.1) | 5.9 |
| Total Requirements | 1,125,380 | 1,158,007 | 2,217,100 | 2,241,761 | 24,661 | 2,275,615 |
| Total Sources | | | | 5,320 | 5,320 | 5,320 |
| Net County Cost | 1,125,380 | 1,158,007 | 2,217,100 | 2,236,441 | 19,341 | 2,270,295 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 468,472 | 540,120 | 71,648 | 540,120 |
| Mandated Services | | | 1,748,628 | 1,696,321 | (52,307) | 1,730,175 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost is \$2,236,441 or 99.8%, of which 100% is mandated.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increased revenue for garnishments administrative fees and reissue W-2 fees.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 5,320 | 24,661 | 0 | 0 | 19,341 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 33,854 | 0 | 0 | 33,854 | 0 |

Controller Information Systems (1432P)

Program Locator

County

Collaborative Community

Controller's Office

Administration

Internal Audit

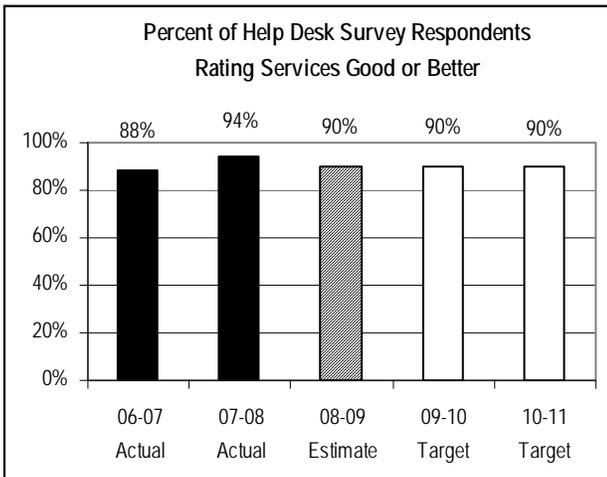
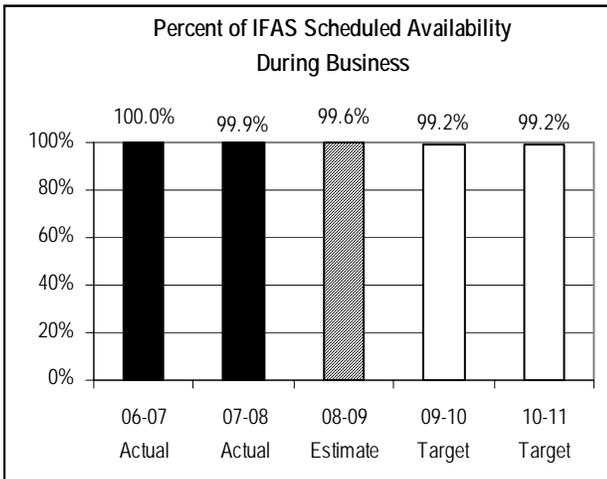
Payroll Services

▷ **Controller Information Systems**

General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Controller Information Systems (CIS) Program assures that accurate and timely information is available to all users of the County's Integrated Financial and Administrative Solution (IFAS) software by providing customer support through training, upgrades to applications, process improvements, Help Desk assistance, and managerial support to resolve complex technical problems and enhance management information tools.

Services and Accomplishments

The Controller Information Systems Program primarily contributes to the 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:

- Developed and presented instructor based training for major IFAS modules
- Continued to receive high customer satisfaction ratings despite the Program's limited staff
- Produced the CAFR and Popular Annual Financial Report (PAFR) with support from the Controller's General Accounting and Administrative Programs
- Implemented IFAS cost savings through vendor hosted (ASP) model
- Tested and began implementation of ACH (e-payments) to vendors

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 400 users). Most impressively, the County financial system's reliability is accomplished, in conjunction with ISD and the system's vendor at a cost unattainable by most other counties.

The Controller's Office is implementing the HelpSpot, an inexpensive, web-based new help desk management application that will be used to track inquiries from IFAS users. HelpSpot will allow the Program to: provide faster customer service by automatically routing 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 is improving the Program's ability to respond quickly and accurately to user requests for IFAS assistance.

The CIS Program plans on implementing two new modules, the Grant Management and Contract Management. These modules 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 IFAS functionality for currently licensed modules including Fixed Assets, Documents Online, Dashboard, and major release 7.9. The Program will also implement IFAS ability to wire disbursements to vendors (ACH / EFT), coordinating with the Treasurer's Office.
- To implement two new modules, Grant Management and Contract Management
- To manage complex projects with limited staffing

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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of IFAS users trained ⁽¹⁾ | --- | 171 | 156 | 200 | 200 |
| Number of Help Desk calls | 2,257 | 2,005 | 2,300 | 2,300 | 2,300 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of trainees rating training as good or better ⁽¹⁾ | --- | 94% | 95% | 90% | 90% |
| Percent of Help Desk customer survey respondents rating services provided good or better | 88% | 94% | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of business hours IFAS is available | 3,000 | 2,998 | 2,988 | 2,988 | 2,988 |
| Percent IFAS scheduled availability during business hours | 100.0% | 99.9% | 99.6% | 99.2% | 99.2% |

⁽¹⁾ IFAS training began in FY 2007-08 with the addition of a new Management Analyst position.

Controller Information Systems (1432P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 4.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Funded FTE | 4.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Total Requirements | 584,499 | 681,912 | 761,619 | 723,549 | (38,070) | 769,655 |
| Total Sources | 10,600 | | | | | |
| Net County Cost | 573,899 | 681,912 | 761,619 | 723,549 | (38,070) | 769,655 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 761,619 | 723,549 | (38,070) | 769,655 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost is \$723,549 or 100%, of which 100% is discretionary. This discretionary amount represents administration of County financial system function.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); removal of cost for the double fill of a Financial Services Manager II in FY 2008-09 and a transfer of computer equipment cost to the Administration Program.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (116,487) | 78,417 | 0 | (38,070) | 0 |

2. Grants Module Implementation

The Grants Module is an IFAS application that will allow the County to consolidate information regarding grants received in order to better ensure that spending requirements, reporting requirements and deadlines are met in a timely manner. This module will also facilitate the County's monitoring of grants. The implementation of the Grants 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. Funds will be transferred from Non-Departmental Services to cover consultant fees for working with focus groups and creation of custom reports for the Grants Module.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 175,000 | (175,000) | 0 | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 58,513 | (96,583) | 0 | (38,070) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; and removal of a prior year one-time reimbursement for the Grants Module implementation.

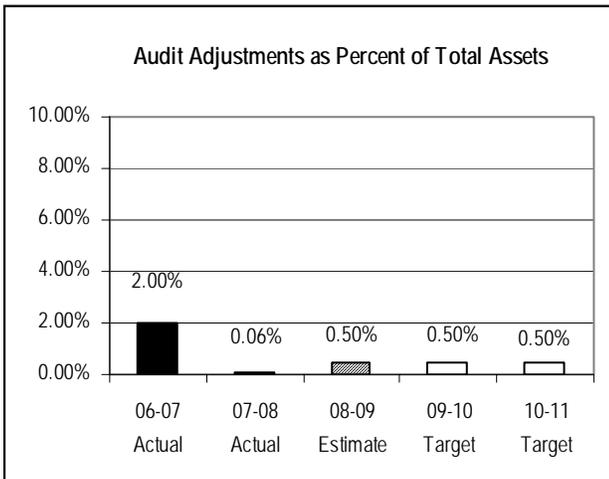
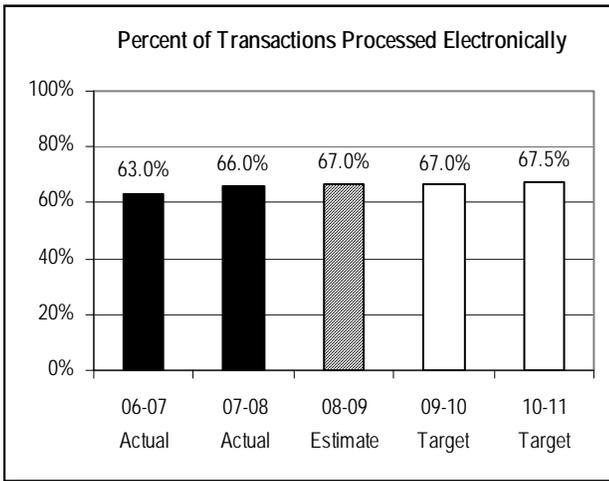
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (128,894) | 175,000 | 0 | 46,106 | 0 |

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

Headline Measures



Program Outcome Statement

The General Accounting Program provides key points of internal accounting control for all fiscal processes at the County, helps manage the fiscal processes of customer operations, reviews and reports financial information to County departments, other agencies, vendors, and the public, and prepares the Comprehensive Annual Financial Report (CAFR) to ensure the financial information needs of the County are met in an accurate and timely manner.

Services and Accomplishments

The General Accounting Program primarily contributes to the 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 100% excellent or good customer satisfaction ratings
- Produced 1099s for all applicable County vendors
- Reengineered the check cancellation and reissue process making it more efficient and transparent for the user community
- Developed a process to retrieve unclaimed monies from the state totaling approximately \$755,000 for FY 2008-09

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. These measures significantly reduce the audit adjustments as a percent of total assets to 0.06% for FY 2007-08 from 2% for FY 2006-07. The Program will continually work with departmental fiscal staff to keep the audit adjustments to a minimum.

Major challenges over the next two years will be:

- To provide leadership and assistance in testing, documenting and implementing new automated processes available with the new accounting system, IFAS 7i 7.9
- To provide sufficient review of financial transactions
- 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 0.5% 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of transactions processed | 2,002,998 | 2,096,162 | 2,100,000 | 2,000,000 | 2,000,000 |
| Number of transactions submitted to the Controller's Office electronically | 1,265,385 | 1,382,209 | 1,400,000 | 1,300,000 | 1,300,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of transactions processed electronically (payments, journal entries, deposits) | 63.0% | 66.0% | 67.0% | 67.0% | 67.5% |
| Audit adjustments as percent of total assets (1) | 2.00% | 0.06% | 0.50% | 0.50% | 0.50% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of monthly closings performed on time | 10 | 10 | 12 | 12 | 12 |
| Number of process improvements implemented | 1 | 2 | 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 1009-10 to calculate audit adjustments as a percentage of total assets per government-wide statement of net assets.

General Accounting (1441P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 8.0 | 8.0 | 9.0 | 9.0 | | 9.0 |
| Funded FTE | 7.5 | 7.5 | 8.5 | 8.5 | | 8.5 |
| Total Requirements | 837,665 | 690,941 | 745,521 | 924,224 | 178,703 | 987,637 |
| Total Sources | 78,873 | 81,829 | 71,473 | 71,473 | | 74,034 |
| Net County Cost | 758,792 | 609,113 | 674,048 | 852,751 | 178,703 | 913,603 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 502,002 | 502,002 | | 502,002 |
| Non-Mandated Services | | | 350,749 | 350,749 | | 411,601 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost is \$852,751 or 92.3%, of which \$350,749 is discretionary. This discretionary amount represents support of County fiscal service functions.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; and increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC).

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 178,703 | 0 | 0 | 178,703 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; increased financial service fees from SamCERA and the Joint Powers Financing Authority.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 2,561 | 63,413 | 0 | 0 | 60,852 | 0 |

Property Tax / Special Accounting (1461P)

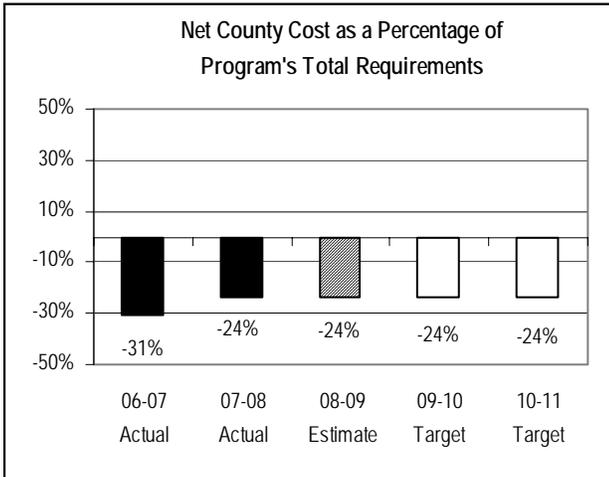
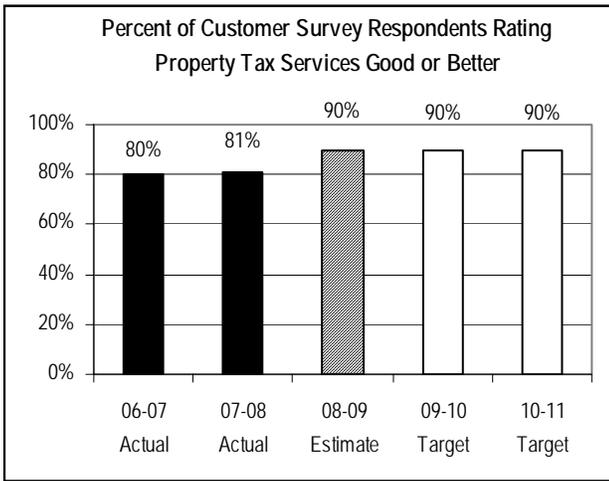
Program Locator

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 and streamlined supplemental tax apportionment process saving approximately 252 hours per year
- Worked with the Tax Collector's IT staff to develop and test application to facility review per AB 1389
- Completed review of Redevelopment Agency (RDA) pass through payments per AB 1389
- Completed review of the assessments appeals process
- Worked with the Tax Collector IT staff to rewrite the supplemental tax system
- Trained staff to replace retiring senior staff member responsible for mission critical functions
- 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 Program apportions property tax revenue to the State, County, cities, school districts and special districts on time and with 100% accuracy. All tax rolls (Secured, Unsecured and Supplemental) were extended and delivered to the Tax Collector, allowing property tax bills to be sent out in a timely manner. Staff has been working with the Assessor's Office to automate the property tax roll change process. Approximately 11,000 paper requests for roll changes are received annually and processed by the Controller's staff. Automation of this process should result in labor savings in both offices and improve the accuracy and timeliness of property tax bills.

In an effort to improve services, the Property Tax and Special Accounting Program will continue to work on Phase II of the Roll Extension Project, the automation of the property tax apportionment process. This project will enable the Controller's Office to electronically distribute apportionment reports and payments and

meet a long-standing request from cities and special districts. Tax apportionment information will be posted on the internet, saving all parties time and money.

The Program is working to automate the yearly exemption filing process completed by cities. The automation process will save the cities from having to manually perform this task each year.

Program management continues to be actively involved in 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. 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

Program Objectives

The Property Tax and Special Accounting Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Work with the Assessor and the Tax Collector to ensure cost effectiveness of property tax processes and improve services to customers
- Reduce the data entry activity associated with the Property Tax roll changes, and increase the amount of auditing and analysis of the Property Tax roll change system
- Complete automation of the tax apportionment process (Phase II)
- Run parallel tests of the newly developed systems, parts of which reside in the Tax Collector's AS / 400 Property Tax systems and Assessor's system to ensure data and process integrity and reliability
- Make tax apportionment information available in electronic formats

- Work with the Assessor and the Tax Collector to rewrite the supplemental tax system
- Continue to be responsive to requests for information by taxpayers

Maintain a Zero Net County Cost Program

- Protect and enhance property tax revenue for the cities, special districts, and the County
- Work with SAMFOG to identify and analyze the financial impact of significant property tax events
- Monitor, implement, and advocate property tax legislative changes on behalf of the County, cities, and special districts
- Continue to be responsive to requests for information by County, cities and special district management

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of tax roll changes and refunds processed | 18,715 | 22,711 | 11,000 | <11,000 | <11,000 |
| Number of tax apportionments made | 210 | 210 | 210 | 210 | 210 |
| Number of Special District transactions processed electronically (data development) ⁽¹⁾ | --- | --- | --- | 50 | 50 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating Property Tax services good or better | 80% | 81% | 90% | 90% | 90% |
| Percent of Property Tax transactions processed electronically (data development) ⁽¹⁾ | --- | --- | --- | 100% | 100% |
| Percent of Special District transactions processed electronically (data development) ⁽¹⁾ | --- | --- | --- | 100% | 100% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of refunds issued correctly | 100% | 100% | 100% | 100% | 100% |
| Net County Cost as a percentage of Program's Total Requirements | -31% | -24% | -24% | -24% | -24% |

⁽¹⁾ 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 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 8.0 | 8.0 | 8.0 | 8.0 | | 8.0 |
| Funded FTE | 7.8 | 8.0 | 8.0 | 7.9 | (0.1) | 7.9 |
| Total Requirements | 1,406,149 | 1,415,124 | 1,437,829 | 1,318,487 | (119,342) | 1,351,584 |
| Total Sources | 1,713,781 | 1,664,410 | 1,658,451 | 1,650,871 | (7,580) | 1,633,871 |
| Net County Cost | (307,632) | (249,286) | (220,622) | (332,384) | (111,762) | (282,287) |
| NCC Breakdown | | | | | | |
| Mandated Services | | | (220,622) | (332,384) | (111,762) | (282,287) |

Discretionary Net County Cost

This program has a negative Net County Cost of \$332,384. Revenues received from tax / assessment fees exceed direct operation costs and are used to offset overhead budgeted in other programs.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); removal of costs for the doublefill of a Senior Accountant in FY 2008-09; and an increase in handling fees for property tax special charges.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 50,000 | (61,762) | 0 | 0 | (111,762) | 0 |

2. Transfer of AB 589 funds for the Assessment Appeals Process Contract

A review of the Assessment Appeals process will be conducted by the Macias Consulting Group (MCG). The scope of this review will include all San Mateo County departments that participate in assessment appeals processes. Such departments will include the Assessor's Office, the County Council's Office, the Assessment Appeals Board and the County Manager's Office. This will involve three phases: Planning, Implementation and Reporting. During the Planning Phase, MCG will develop a detailed work plan and discuss it with the County at an entrance conference. During the Implementation Phase, MCG will use a variety of techniques to identify the strengths of, and risks to the County's tax assessment appeals processes and identify improvements that will guard against procedural errors and enhance the effectiveness of the appeals processes. During the Reporting Phase, MCG will hold an exit conference with the County and write a draft and final report detailing findings and recommendations. The final report will be prepared in a format to be discussed with and approved by the County. The cost for the Assessment Appeals Process Contract with MCG will be fully offset with funds from AB 589 Property Tax Reserves.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 17,000 | 0 | (17,000) | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 50,000 | (44,762) | 0 | (17,000) | (111,762) | 0 |

FY 2010-11 Program Funding Adjustments

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

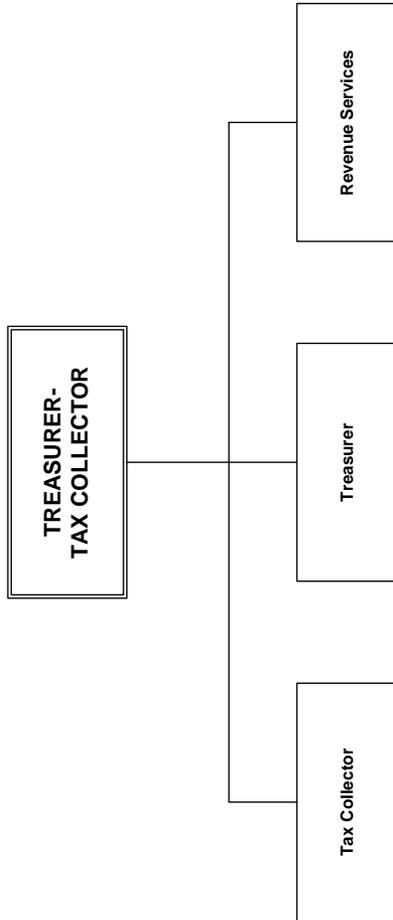
3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; increases in retirement and retiree health contributions; and decreased Fund Balance from FY 2009-10.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (17,000) | 33,097 | 0 | 0 | 50,097 | 0 |

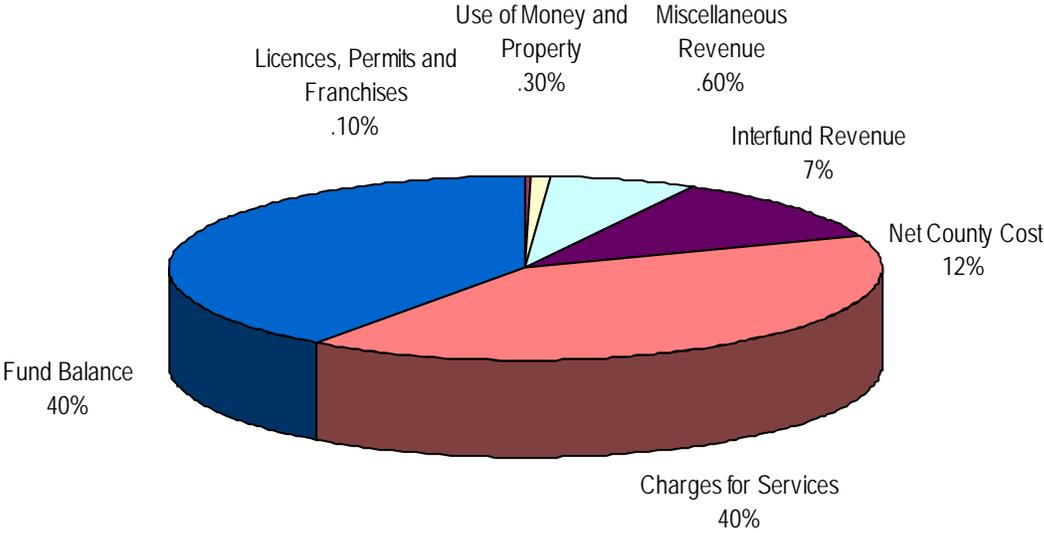
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TREASURER-TAX COLLECTOR

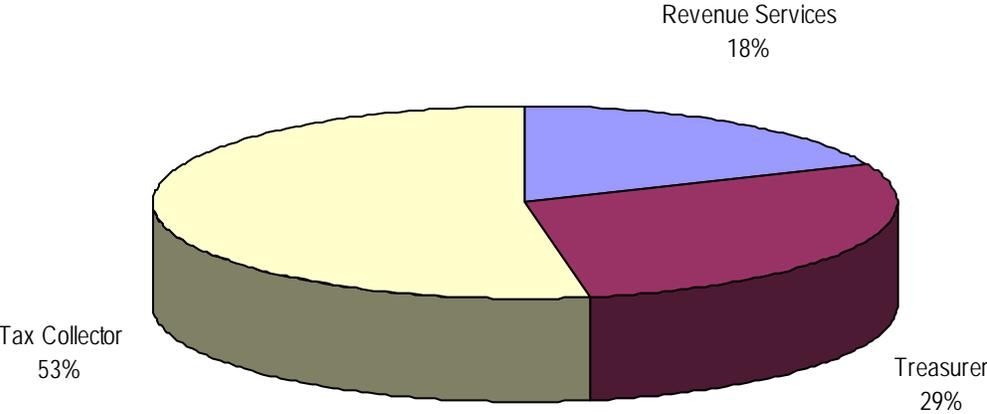


Treasurer - Tax Collector

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Real Property Services
- Assessor-County Clerk-Recorder
- Controller's Office
- ▷ **Treasurer-Tax Collector**
- Retirement (*SamCERA*)
- County Counsel
- Information Services Department
- Non-Departmental

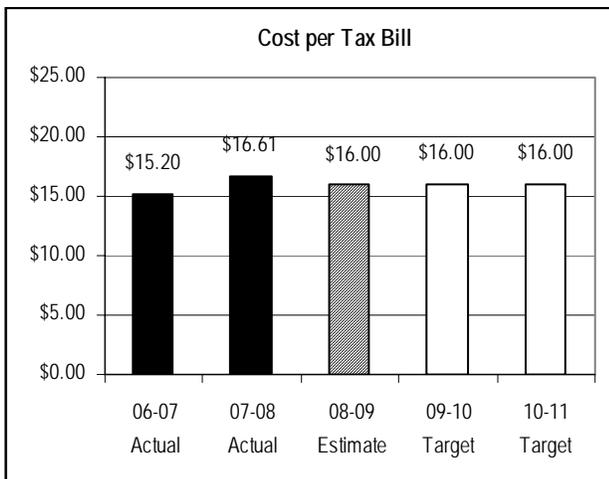
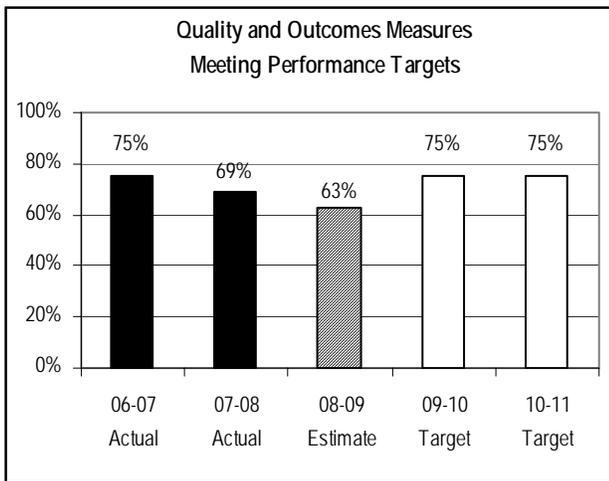
Department Mission Statement

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 2000-2008)

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



• **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. Additionally, 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. In addition, the space on the back of the bill was utilized 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. Negotiated a contract with Health Plan of San Mateo to provide collection services.

• **Improving Tax Payment Systems and Options**

Created a receipt process for walk-in taxpayers that links directly to the tax roll and posts notations alerting staff about payments that are pending. Provided and promoted electronic payment options accelerating bank deposits and reduced 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 and possesses built-in features for future growth and refinement.

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.

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. Professional and cost effective collection services continue to be provided that are lower in cost than companies in private industry.

- **Improving Services to our Taxpayers and Customers**

Changed the 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. Created two new cashiering windows in the Treasurer's Office and two revenue collector stations in the Tax Collector's Office to accommodate Revenue Services staff. Centralized the cashiering function of the Treasurer-Tax Collector and Revenue Services and extended the hours of operation for Revenue Services customers to five days a week. Developed new, and revised and updated old 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. 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.

- **Increased Revenue**

In 2008, accepted paying agent responsibilities for six school district GO (General Obligation) bonds and 14 TRANS (Tax and Revenue Anticipation Notes) increasing dollar proceeds in the pool. Processed 19,015 pieces of San Mateo Medical Center (SMMC) bills in 2008, banking \$63,510,559 in revenue. Partnered with the Courts and the Probation Department to refine programs for fine and fee collections.

- **Electronic Deposits**

Developed a process to allow SMMC checks to be deposited electronically.

- **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. All changes are reviewed and approved by the Assessor. Converted reports to electronic format to reduce paper use and made reports available to users on the website in keeping with Pandemic Flu requirements. Expanded the County contacts system database to a web-based, multi-faceted system to store and maintain contacts by type, purpose and function for all special districts, cities and towns.

- **New or Upgraded Banking Services**

Partnered with the Department of Public Works (DPW), Bay Area Air Quality Management District (BAAQMD), the Controller and 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**

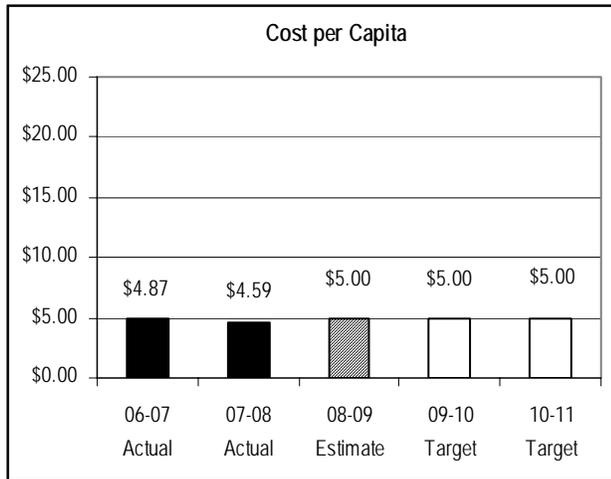
Partnered with the Courts, County Manager's Office and the Controller to implement a process that allows the County to recoup a portion of the cost related to "Court Ordered Debt". Redesigned the Revenue Services website and changed the vendor used to process online payments allowing the acceptance of American Express and Discover credit cards as payment options. Implemented automatic posting payments received from the Franchise Tax Board collection unit. Implemented automatic posting of website payments for debtors who wish to pay online or by telephone using their checking account or credit cards.

- **E-commerce Standards**

Collaborated with the County Manager's Office, Information Services Department (ISD) and the Controller to establish e-commerce standards for receiving and processing e-payments. This collaboration is ongoing.

- **San Mateo Medical Center Automatic Payment Posting**

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.



Major Accomplishments in FY 2008-09

COLLABORATIVE COMMUNITY

- Provided well above average pool earnings in comparison to similar funds with like securities
- Maintained pool balances due to additional revenue from processing SMMC payments, conversion from checks to electronic transfers and accepting paying agent responsibility for several GO bonds and TRANS
- Increased merchant services resulting in an increase in the number of deposits processed
- Installed a new IVR system that allows payments by credit card and e-check for all four tax rolls
- Reduced paper usage by 90% and made reports available to users, which include the Controller, Tax Collector, Revenue Services and all Revenue Services clients on the website, by developing a system that converts reports to electronic format
- Developed and installed a new web-based system to automatically apply Assessor changes to tax bill values and charges eliminating the need for most Controller manual input
- Centralized the cashing function for the Treasurer-Tax Collector and Revenue Services by constructing two new cashier windows and housing two revenue cashiers, one Revenue Collector and one Revenue Office Specialist
- Outsourced paying agent responsibilities for 56 of 63 old and all six new GO bonds has greatly refined and reduced manual processes while continuing to grow the County pool by maintaining all bond proceeds in the County treasury

Major Issues to be Addressed

- **Increasing Requests for Banking Services**—The Department continues to receive increasing demands for additional services due to state requirements, efforts to accommodate customers 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. Some costs have been passed on to user departments, specifically in the area of merchant services and wire requests.

- **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.
- **Improving Efficiency**—The Department functions within the constraints of state laws governing tax collection. The Department continues to make improvements to its services while remaining within the boundaries of state law.
- **Managing Pooled Funds**—The Department, in managing the pool fund, will attempt to provide above average earnings in comparison to similar funds with like securities.
- **Increasing Cost to do Business**—The Department is making every effort to maintain costs associated with purchasing and implementing new and improved services while operating within budget constraints.

Key Department Initiatives

1. Expand and Enhance Money-In-Trust (MIT) System

Alignment to Shared Vision:

- Collaborative Community

Major Issues to be Addressed:

- Integrating Controller and Tax Collector taxpayer refunds into MIT System
- Replacing all paper checks to Tax Collector from Controller with journal entries

Goals:

- Allow automatic redistribution of overpayments or refunds between all tax rolls

Objectives:

- Improve and expand the availability and distribution of electronic credits held in trust, thereby further reducing reliance on paper documents

Major Milestones:

- Complete requirements definition (January 2009)
- Complete system installation (April 2009)
- Complete system user acceptance testing (June 2009)
- Final System implementation (September 2009)

Partners:

- Controller's Office

FY 2009-10 Budget Impact

No impact to Net County Cost. Reserves will be used to finance the project.

2. Effective Delivery of Services

Alignment to Shared Vision:

- Collaborative Community

Major Issues to be Addressed:

- Providing a more efficient and user friendly phone system for all County debtors that includes general information, faster response time, bill information and payment options
- Include an interface to the Revenue Services database for payments and inquiry

Alignment to Shared Vision: Collaborative Community

Goals:

- Provide Revenue Services with the IVR system

Objectives:

- Install the new Revenue Services IVR system in FY 2009-10

Major Milestones:

- Complete and approve contract (August 2009)
- Complete and approve requirements definition (October 2009)
- System development programming (December 2009)
- Complete system user acceptance testing (January 2010)
- Final system implementation (February 2010)

Partners:

- Information Services Department

FY 2009-10 Budget Impact

No impact to Net County Cost. Reserves will be used to finance the project

3. Associate Scanned Documents with Columbia Ultimate Business Systems (CUBS) Accounts

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 CUBS application

Goals:

- 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 (September 2009)
- System development / Programming or product installation (November 2009)

- Completion of system user acceptance testing (January 2010)
- Final system implementation (February 2010)

Partners:

- Information Services Department

FY 2009-10 Budget Impact

No impact to Net County Cost. Reserves will be used to finance the project.

Other Significant Objectives by Program

The Treasurer / Tax Collector includes the following programs:

- Treasurer
- Tax Collector
- Revenue Services

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

Treasurer

- Complete cross-training of Treasury and Revenue Services cashiers by June 2009, which will enhance services to the public and address effective continuation of Department functions during unanticipated absences and emergencies and align with Pandemic Flu requirements

Tax Collector

- Test and run in parallel the supplemental tax system
- Expand and refine new MIT system

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 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 6,896 | 5,596 | 3,650 | 3,650 | | 3,650 |
| Use of Money and Property | 59,720 | 40,448 | 40,000 | 30,000 | (10,000) | 30,000 |
| Intergovernmental Revenues | 13,385 | | | | | |
| Charges for Services | 4,774,281 | 5,185,623 | 3,911,434 | 3,911,434 | | 3,911,434 |
| Interfund Revenue | 1,051,724 | 654,512 | 619,710 | 631,000 | 11,290 | 631,000 |
| Miscellaneous Revenue | 126,780 | 119,976 | 81,500 | 81,500 | | 81,500 |
| Total Revenue | 6,032,786 | 6,006,155 | 4,656,294 | 4,657,584 | 1,290 | 4,657,584 |
| Fund Balance | 3,307,152 | 3,864,733 | 4,436,123 | 3,850,445 | (585,678) | 3,633,760 |
| TOTAL SOURCES | 9,339,938 | 9,870,888 | 9,092,417 | 8,508,029 | (584,388) | 8,291,344 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 5,626,052 | 5,910,336 | 6,931,379 | 7,355,433 | 424,054 | 7,772,544 |
| Services and Supplies | 1,558,871 | 1,593,144 | 2,989,120 | 3,481,233 | 492,113 | 3,113,735 |
| Other Charges | 980,137 | 1,057,803 | 1,140,288 | 982,070 | (158,218) | 982,070 |
| Fixed Assets | 425,473 | 26,172 | 182,146 | | (182,146) | |
| Gross Appropriations | 8,590,533 | 8,587,455 | 11,242,933 | 11,818,736 | 575,803 | 11,868,349 |
| Intrafund Transfers | (2,590,922) | (2,894,235) | (2,827,012) | (2,979,938) | (152,926) | (2,979,938) |
| Net Appropriations | 5,999,612 | 5,693,220 | 8,415,921 | 8,838,798 | 422,877 | 8,888,411 |
| Contingencies/Dept Reserves | 1,457,378 | 1,776,121 | 1,675,205 | 775,205 | (900,000) | 675,205 |
| TOTAL REQUIREMENTS | 7,456,990 | 7,469,341 | 10,091,126 | 9,614,003 | (477,123) | 9,563,616 |
| NET COUNTY COST | (1,882,948) | (2,401,547) | 998,709 | 1,105,974 | 107,265 | 1,272,272 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 63.0 | 65.0 | 67.0 | 66.0 | (1.0) | 66.0 |
| Funded FTE | 61.8 | 63.8 | 66.0 | 66.0 | (0.0) | 66.0 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$584,388 or 6.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Use of Money and Property

There is a decrease of \$10,000 in this funding source due to the downturn in the economy whereby judgment interest from court related fines is expected to be lower than anticipated.

Interfund Revenue

There is an increase of \$11,290 in this funding source due to the addition of another collector, which is expected to augment revenues.

Fund Balance

There is a decrease of \$585,678 in this funding source due to the use of Fund Balance in FY 2008-09 for one-time projects and purchases.

TOTAL REQUIREMENTS

Total Requirements decreased by \$477,123 or 4.7% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$424,054 in this expenditure category due to merit increases and annualized negotiated labor increases, as well as an increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC).

Services and Supplies

There is a net increase of \$492,113 in this expenditure category for replacement of equipment at the end of its useful life and related costs; costs associated with investments including Bloomberg and Fitch; and contracts for planned projects such as a workflow study.

Other Charges

There is a net decrease of \$158,218 in this expenditure category due to reductions in automation and telephone service charges due to completed projects and reduced requirements for projects such as the COMPASS document management system.

Fixed Assets

There is a decrease of \$182,146 in this expenditure category due to postponed projects.

Intrafund Transfers

There is an increase of \$152,926 in this expenditure category due to payment from Revenue Services reimbursing Treasurer for the cost of cashing services.

Contingencies / Departmental Reserves

There is a decrease of \$900,000 in the use of Reserves for one-time computer equipment purchases. The balance in General Fund Reserves represents 8.8% of Net Appropriations, which exceeds the County 2% Reserves policy by \$598,429.

NET COUNTY COST

There is an increase of \$107,265 or 10.8% in this Department's General Fund allocation primarily due to annualized negotiated labor increases and retirement costs.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$216,685 or 3% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Fund Balance

There is a decrease of \$216,685 in this funding source due to decreased Reserves to meet target.

TOTAL REQUIREMENTS

Total Requirements decreased by \$50,387 or 1% 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 \$417,111 in this expenditure category due to negotiated and merit increases and administrative leave costs, retirement costs and other miscellaneous benefit increases.

Services and Supplies

There is a decrease of \$367,498 in this expenditure category due to reductions in computer equipment. Software and maintenance, microfilming, locks and security, contract construction and special program services.

Contingencies / Departmental Reserves

There is a decrease of \$100,000 in this expenditure category due to the use of Reserves to meet budget reduction targets. The balance in General Fund Reserves represents 7.6% of Net Appropriations, which exceeds the County 2% Reserves policy by \$497,437.

NET COUNTY COST

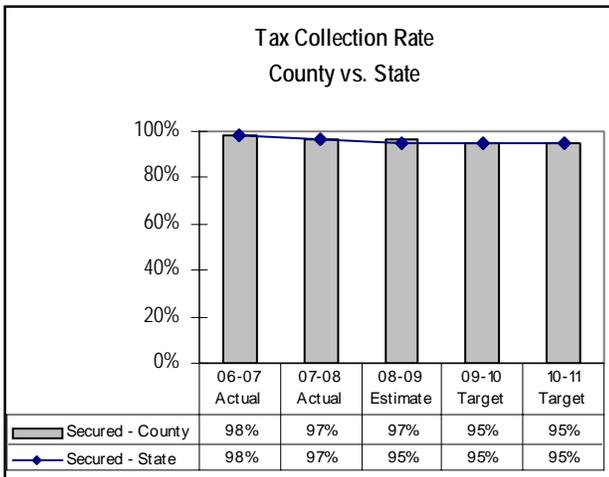
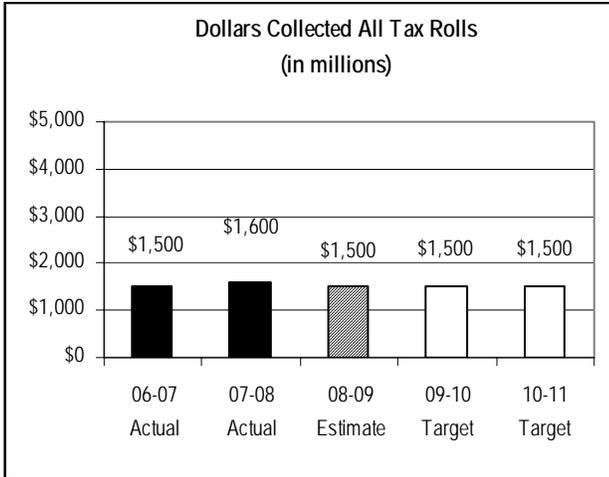
There is an increase of \$166,298 or 15.1% in this Department's General Fund allocation primarily due to merit increases and retiree health costs.

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; process all County deposits; payment stub scan lines for County departments; process Medical Center payments; County e-commerce liaison and assists County departments with process improvements. 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:

- Installed a new IVR (Interactive Voice Response) system in FY 2007-08 that allows payments by credit cards on all four tax rolls and in FY 2008-09 met and complied with NACHA regulations enabling the addition of payments by e-check
- Reduced paper usage by 90% and made reports available to users, which include the Controller, Tax Collector, Revenue Services and all Revenue Services clients on the website, by developing a system that converts reports to electronic format
- Automated the application of supplemental tax roll credits to the secured roll, which are now done by journal entry resulting in a 95% decrease in the issuance of paper checks by the Controller for this process
- Redesigned the unsecured tax bill to include system generated messages tailored to taxpayer issues
- Added a bar code on all tax bills so that items returned by the Postal Service as undeliverable can be scanned and identified by the system
- Implemented a system that allows receipt and processing of electronic payments and then electronically deposits and posts the credit to the appropriate tax roll
- Partnered with the Controller to develop and implement a process to comply with state mandated Redevelopment Agency (RDA) requirements

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 September 3, 2008. The total dollars collected was \$1,633 billion. The cost to process a tax bill was \$16.61. However, 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 2008-09 was extended on August 14, 2008, which was seventeen days earlier than the previous fiscal year. The first quarter reflects a secured tax collection amount of \$40,915,941. The new measure: "Number of days secured property tax bills are sent past August 15th goal date", began in FY 2005-06. Last year's bills were printed by September 17, 2007 and this year, all bills were printed and at the mailer by September 3, 2008.

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. Notations are posted automatically to indicate that a payment is currently pending to cut down on duplicate payments.

Major challenges over the next two years will be:

- To research cost benefit analysis of implementing a Check 21 process that will convert paper checks to an electronic version and acquire the software to accomplish this goal
- 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of property tax bills issued | 349,126 | 310,970 | 340,000 | 330,000 | 320,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Number of days secured property tax bills are sent past August 15th goal date | 27 | 33 | 20 | 20 | 20 |
| Cost per bill ⁽¹⁾ | \$15.20 | \$16.61 | \$16.00 | \$16.00 | \$16.00 |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Dollars collected (all tax rolls) | \$1.5B | \$1.6B | \$1.5B | \$1.5B | \$1.5B |
| Collection rate: | | | | | |
| - Secured (County) | 98% | 97% | 97% | 95% | 95% |
| - Unsecured (County) | 99% | 99% | 95% | 90% | 90% |
| - Secured (statewide average) | 98% | 97% | 95% | 95% | 95% |
| - Unsecured (statewide average) | 95% | 94% | 90% | 90% | 90% |

⁽¹⁾ The cost per property tax bill is derived by dividing the annual number of bills by salaries and benefits and associated costs such as paper, printing, envelopes, postage, contract programmer maintenance and AS400 computer system costs through the Information Services Department.

Tax Collector (1510P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 18.0 | 19.0 | 19.0 | 19.0 | | 19.0 |
| Funded FTE | 18.0 | 18.3 | 19.0 | 19.0 | | 19.0 |
| Total Requirements | 4,226,028 | 4,082,470 | 5,112,850 | 5,073,006 | (39,844) | 4,865,575 |
| Total Sources | 3,826,334 | 4,118,903 | 3,644,969 | 3,644,969 | | 3,428,284 |
| Net County Cost | 399,693 | (36,432) | 1,467,881 | 1,428,037 | (39,844) | 1,437,291 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 17,672 | 19,264 | 1,592 | 15,864 |
| Mandated Services | | | 1,450,209 | 1,408,773 | (41,436) | 1,421,427 |

Discretionary Net County Cost

This program has a Net County Cost (NCC) of \$1,428,037. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); increases for project contractors; computer equipment and associated software and maintenance for replacing old equipment.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 195,212 | 0 | 0 | 195,212 | 0 |

2. Adjustment to Meet Budget Reduction Target

Reserves have been reduced to meet budget target. There is no impact to performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 0 | 0 | (235,056) | (235,056) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 195,212 | 0 | (235,056) | (39,844) | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; retirement costs; administrative leave cash out; reduction in contracts; computer equipment; software; and maintenance expenditures.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (207,431) | 0 | 0 | (207,431) | 0 |

4. Adjustment to Fund Balance

One-time Fund Balance used in FY 2009-10 to replace PC's, servers and printers has been eliminated.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (216,685) | 0 | 0 | 0 | 216,685 | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

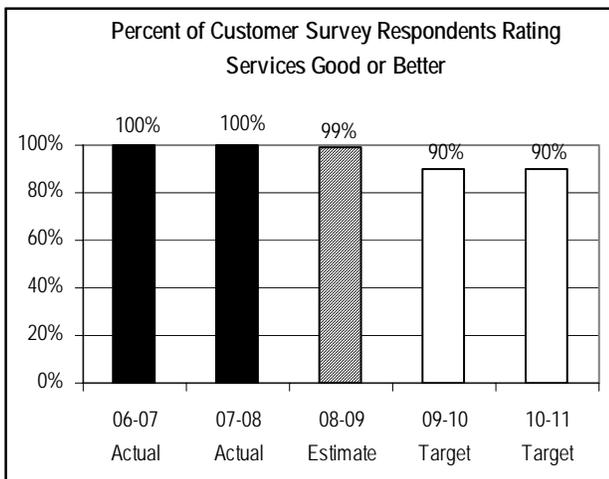
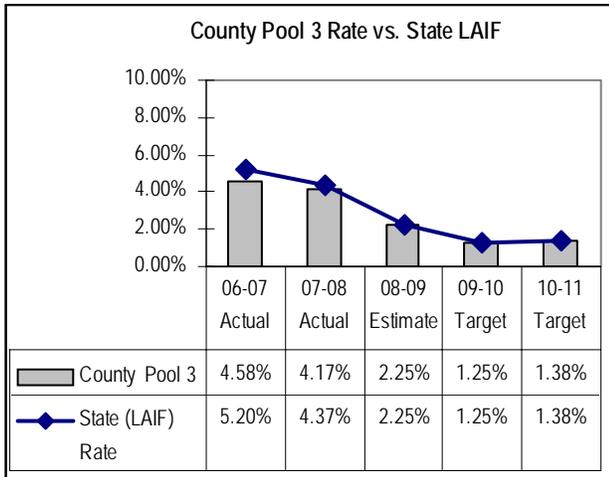
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (216,685) | (207,431) | 0 | 0 | 9,254 | 0 |

Treasurer (1520P)

Program Locator

- County
 - Collaborative Community
 - Treasurer-Tax Collector
 - Tax Collector
 - ▷ **Treasurer**
 - Revenue Services

Headline Measures



Program Outcome Statement

The Treasurer manages the financial assets of the County and maintains the value of the investment pool through professional and efficient administration of the County treasury for County departments, special districts, schools, cities and taxpayers.

Services and Accomplishments

The Treasurer's Office is responsible for providing the following services to the County and its taxpayers: County Pool investments;

cashiering; banking; opening SMMC accounts receivable mail and preparing payments for processing; Paying Agent responsibilities for GO bonds and TRANS; 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.

The following are major accomplishments in the current year:

- Accepted Paying Agent responsibilities for 6 new GO bonds and 14 TRANS increasing dollar proceeds in the pool
- Outsourced 56 of 63 current, and all 6 new GO Bonds to Bank of New York, thereby eliminating manual payment processes while retaining funds in the County pool
- Developed the Treasurer's website to provide transparency of all Treasurer investment activities as well as the investment losses that resulted from the Lehman bankruptcy
- Assisted with implementing electronic banking services for the Department of Public Works CAP program
- Opened 25,536 pieces of SMMC accounts receivable mail resulting in 19,015 payments prepared for processing, banking \$63,510,558 in revenue
- Completed 70% of the cross training of Treasurer 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 1,042 funds, 158 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. In FY 2007-08, the Treasurer's Office processed 48,994 deposits, 98% within one day of receipt. Responses to Cares survey indicated 100% of customers rated services good or better.

The Treasurer's Office, in managing the Pool Fund, has provided above average earnings consistent with similar funds with like securities. In FY 2007-08, the size of the Pool increased approximately \$118,172,120, primarily due to bond issues.

The County's cash flow forecasting remains strong. Pool balances have been maintained due to additional revenue from processing SMMC payments, conversion from checks to electronic transfers and accepting Paying Agent responsibility for 6 General Obligation Bonds and 14 TRANS. Communications with pool participants continues to improve via customer surveys and reporting options being provided electronically.

However, the FY 2008-09 County Pool 3 yield rate has 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 is also expected to decrease and is projected to drop to 1.25% in FY 2009-10. The Department is handling the current market situation by building cash with a focus on cash flow and preservation of principal.

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 banking services allowing other departments to run more efficiently
- To manage costs associated with purchasing and implementing new and improved services
- To decrease untimely remittance of cash receipts from depositing departments

Program Objectives

The Treasurer's Office will meet performance targets by doing the following:

Strive to Stay Competitive or Outperform the State (LAIF)

- Continue investment staff training and education

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- 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

Complete the Cross-Training of Treasury and Revenue Services

Cashiers by June 2009

- Enhance services to the public
- Address effective continuation of Department functions during unanticipated absences and emergencies
- Align with Pandemic Flu requirements

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of fund accounts managed: ⁽¹⁾ | | | | | |
| - Voluntary | --- | --- | 158 | 158 | 158 |
| - Involuntary | --- | --- | 884 | 884 | 884 |
| Dollar amount of funds managed: | | | | | |
| - Voluntary ⁽²⁾ | --- | --- | \$750M | \$630M | \$630M |
| - Involuntary | --- | --- | \$1,79M | \$1,470M | \$1,470M |
| Number of deposits processed ⁽³⁾ | 77,287 | 48,994 | 68,000 | 45,000 | 45,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of customer survey respondents rating services good or better | 100% | 100% | 99% | 90% | 90% |
| Percent of deposits processed within one day | 98% | 98% | 98% | 98% | 98% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Dollar / percent growth in County Pool due to investments ⁽⁴⁾ | \$112.4M / 4.71% | \$118.2M / 4.30% | \$72.0M / 2.38% | \$28.9M / 1.375% | \$31.1M / 1.50% |
| County Pool 3 yield rate vs. Local Agency Investment Fund (LAIF): ⁽⁵⁾ | | | | | |
| - Pool 3 | 4.58% | 4.17% | 2.25% | 1.25% | 1.38% |
| - LAIF | 5.20% | 4.37% | 2.25% | 1.25% | 1.38% |

⁽¹⁾ This is a new measure for FY 2008-09. It reflects voluntary funds with a goal to maintain existing funds and attempt to gain additional participants as well. California State law requires certain pool participants to deposit their operating funds in the County treasury and these are defined as involuntary funds.

⁽²⁾ This is a new Measure for FY 2008-09. It reflects the dollar amount balance at the end of the fiscal year. Historically, the balance has reflected approximately 30% of total pooled funds.

⁽³⁾ Decrease in deposits in FY 2007-08 is due to online payment transactions.

⁽⁴⁾ The growth has declined due to short-term interest rates and the investment losses that resulted from the Lehman bankruptcy.

⁽⁵⁾ Percentages under County Pool 3 yield rate vs. LAIF are net rates after fees and charges.

Treasurer (1520P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 12.0 | 12.0 | 12.0 | 15.0 | 3.0 | 15.0 |
| Funded FTE | 11.0 | 12.0 | 12.0 | 15.0 | 3.0 | 15.0 |
| Total Requirements | 2,367,187 | 2,553,727 | 2,865,142 | 2,782,761 | (82,381) | 2,732,893 |
| Total Sources | 4,150,415 | 4,478,126 | 3,730,774 | 3,145,096 | (585,678) | 3,145,096 |
| Net County Cost | (1,783,228) | (1,924,400) | (865,632) | (362,335) | 503,297 | (412,203) |
| NCC Breakdown | | | | | | |
| Mandated Services | | | (865,632) | (362,335) | 503,297 | (412,203) |

Discretionary Net County Cost

This program has a negative Net County Cost (NCC) of \$362,335. 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and differential pay.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 493,758 | 0 | 0 | 493,758 | 0 |

2. Adjustment to Fund Balance

Fund Balance used for one time projects and purchases has been eliminated. There is no impact to performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (585,678) | 0 | 0 | 0 | 585,678 | 0 |

3. Department Reorganization

Three positions have been transferred from Revenue Services to the Treasurer to centralize the cashing function. This will enhance services to the public, ensure proper coverage, and provide cross-training opportunities for staff to meet countywide Pandemic Flu requirements. Revenue Services will cover a portion of the costs associated with the transferred fiscal staff in return for cashing services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 241,731 | (152,926) | 0 | 88,805 | 3 |

4. Adjustment to Meet Budget Target

Reserves have been reduced to meet budget target. There is no impact to performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 0 | 0 | (664,944) | (664,944) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (585,678) | 735,489 | (152,926) | (664,944) | 503,297 | 3 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-2011 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; retirement costs and administrative leave cash out. These increases are partially offset with reductions in microfilming, office furniture and equipment and contract construction to meet budget target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 50,132 | 0 | 0 | 50,132 | 0 |

6. Adjustment to Meet Budget Target

Reserves have been reduced to meet budget target. There is no impact to performance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 0 | 0 | (100,000) | (100,000) | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

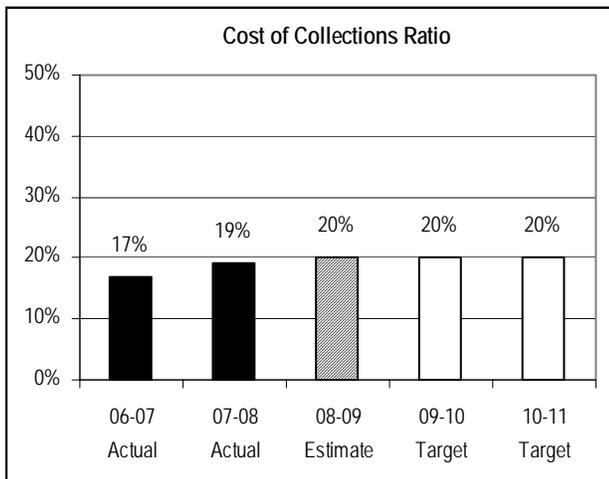
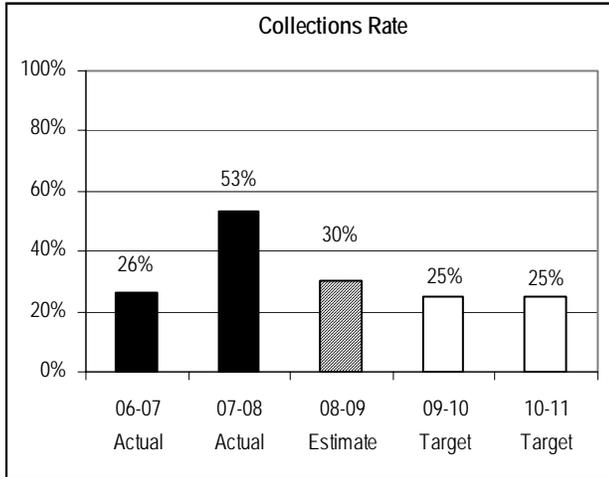
| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 50,132 | 0 | (100,000) | (49,868) | 0 |

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 SMMC, Courts, Probation, and Private Defender. 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:

- Contracted with the Health Plan of San Mateo to provide collection services
- Implemented software which allows the division to store reports electronically and e-mail reports to specific end users
- Implemented auto-posting of civil assessment charges for traffic fines
- Updated the Probation system to allow monthly supervisions fees to be added electronically
- Implemented an e-document process that allows departments to view daily, weekly and monthly reports on-line
- Partnered with SMMC to automate the reconciliation of insurance payments with patient accounts, which was a Grand Jury mandate for SMMC

Story Behind Performance

For FY 2008-2009, Revenue Services is projecting to miss the revenue goal of \$18M by approximately \$1M due to current economic conditions, which have caused many companies to close or declare bankruptcy, thereby reducing the ability to collect unpaid accounts. In addition, Revenue Services is projecting a lower collection rate of 25% due to the current economic conditions and the high unemployment rate. Revenue Services will continue to achieve a revenue-to-expenditure ratio of 20%. The staff will continue to contact all debtors five days after receiving accounts and will provide timely and cost effective services while striving to maintain a strong collection rate.

Major challenges in the next two years will be:

- To maintain or increase dollar amounts collected 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 2010

- Continue to improve and expand the availability and distribution of electronic documents thereby further reducing reliance on paper documents

Effective Delivery of Services by June 2010

- Install a new Revenue Services IVR System

Maintain the Cost of Collection Ratio at 20%

- Develop and implement an automatic posting process for revenue services accounts

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Dollar amount of accounts received ⁽¹⁾ | \$72.6M | \$37.7M | \$40.0M | \$30.0M | \$30.0M |
| Number of accounts received ⁽¹⁾ | 111,950 | 51,970 | 50,000 | 50,000 | 50,000 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of debtors contacted within five days of receipt | 100% | 100% | 100% | 100% | 100% |
| Percent of accounts collected ⁽²⁾ | 27% | 55% | 40% | 40% | 30% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Dollars collected | \$20.3M | \$18.9M | \$17.0M | \$17.0M | \$17.0M |
| Total cost of collections | \$3.4M | \$3.6M | \$3.5M | \$3.5M | \$3.5M |
| Collections rate ⁽²⁾ | 26% | 53% | 30% | 25% | 25% |
| Cost of collections ratio | 17% | 19% | 20% | 20% | 20% |

⁽¹⁾ In FY 2006-07, Revenue Services acquired a large number of Probation accounts due to the account conversion. The drop thereafter is in line with the normal intake of accounts from referring departments and the fact that SMMC has been keeping accounts longer and referring fewer accounts.

⁽²⁾ FY 2007-08 reflects a higher percentage of accounts collected and an increase in the collections rate due to the acquisition of Probation accounts during the previous fiscal year.

Revenue Services Program (1530P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 33.0 | 34.0 | 36.0 | 32.0 | (4.0) | 32.0 |
| Funded FTE | 32.8 | 33.5 | 35.0 | 32.0 | (3.0) | 32.0 |
| Total Requirements | 863,775 | 833,144 | 2,113,134 | 1,758,236 | (354,898) | 1,965,148 |
| Total Sources | 1,363,188 | 1,273,859 | 1,716,674 | 1,717,964 | 1,290 | 1,717,964 |
| Net County Cost | (499,413) | (440,715) | 396,460 | 40,272 | (356,188) | 247,184 |
| NCC Breakdown | | | | | | |
| Non-Mandated Services | | | 396,460 | 40,272 | (356,188) | 247,184 |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$40,272. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and elimination of costs due to the decision to cancel the proposed relocation.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,290 | (12,826) | 0 | 0 | (14,116) | 0 |

2. Reduction in Workforce - Department Reorganization

Three filled positions have been transferred from the Revenue Services to the Treasurer to centralize the cashiering functions. This will enhance services to the public and ensure proper coverage and cross-training opportunities for staff to meet countywide Pandemic Flu requirements. One vacant position has been eliminated due to budget constraints and to meet the NCC target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | (342,072) | 0 | 0 | (342,072) | (4) |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,290 | (354,898) | 0 | 0 | (356,188) | (4) |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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: merit increases, retirement costs and administrative leave cash out.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 206,912 | 0 | 0 | 206,912 | 0 |

Retirement Office (2000B)

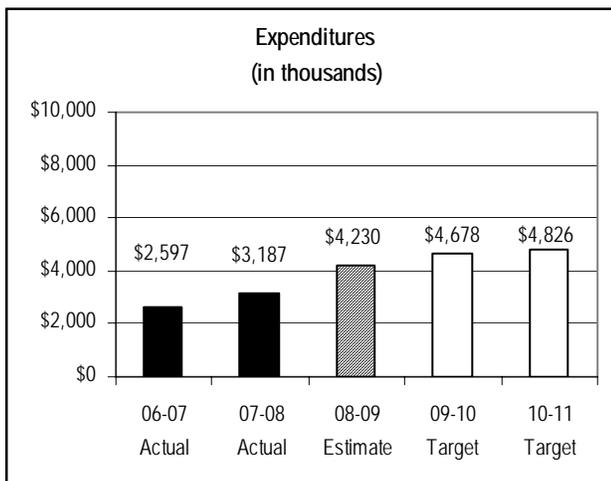
Budget Unit Locator

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
 - Non-Departmental Services
 - Contingencies
 - Debt Service Fund and Construction Funds

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 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 expenses are fully offset by transfers from the Retirement Fund.

FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-2009 Revised to the FY 2009-2010 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 as follows: inclusion of merit increases and negotiated labor increases; and an increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC).

| | |
|---------------------|---------|
| Revenue/Sources | 378,596 |
| Appropriations | 378,596 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Provide Current Level of Services

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

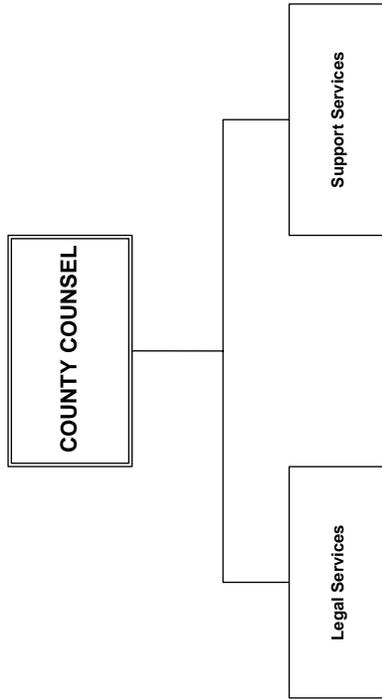
| | |
|---------------------|---------|
| Revenue/Sources | 147,594 |
| Appropriations | 147,594 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

Retirement Office (2000B)
Retirement Trust Fund (Information Only)

FY 2009-10 and 2010-11 Budget Unit Summary

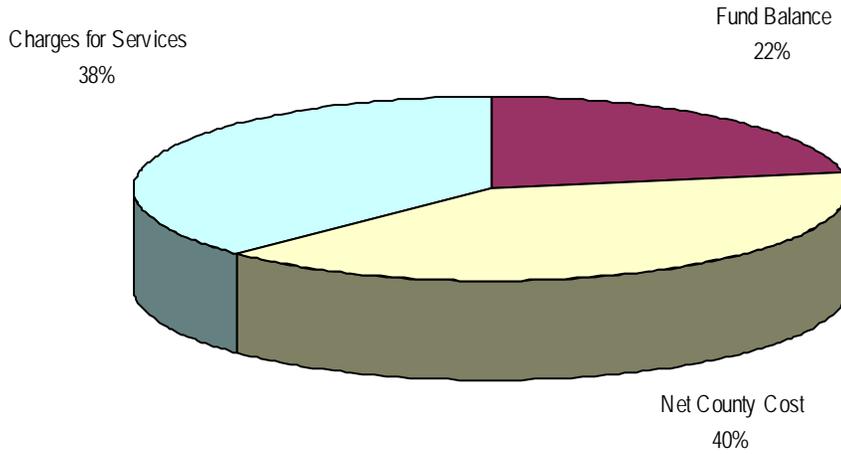
| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 2,596,593 | 3,186,610 | | | | |
| Other Financing Sources | | | 4,299,600 | 4,678,196 | 378,596 | 4,825,790 |
| TOTAL SOURCES | 2,596,593 | 3,186,610 | 4,299,600 | 4,678,196 | 378,596 | 4,825,790 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,717,160 | 1,892,527 | 2,479,868 | 2,858,464 | 378,596 | 3,006,058 |
| Services and Supplies | 816,453 | 1,116,563 | 1,679,144 | 1,679,144 | | 1,679,144 |
| Other Charges | 62,980 | 177,520 | 140,588 | 140,588 | | 140,588 |
| Gross Appropriations | 2,596,593 | 3,186,610 | 4,299,600 | 4,678,196 | 378,596 | 4,825,790 |
| TOTAL REQUIREMENTS | 2,596,593 | 3,186,610 | 4,299,600 | 4,678,196 | 378,596 | 4,825,790 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 14.0 | 16.0 | 16.0 | 16.0 | | 16.0 |
| Funded FTE | 14.0 | 16.0 | 16.0 | 16.0 | | 16.0 |

COUNTY COUNSEL'S OFFICE

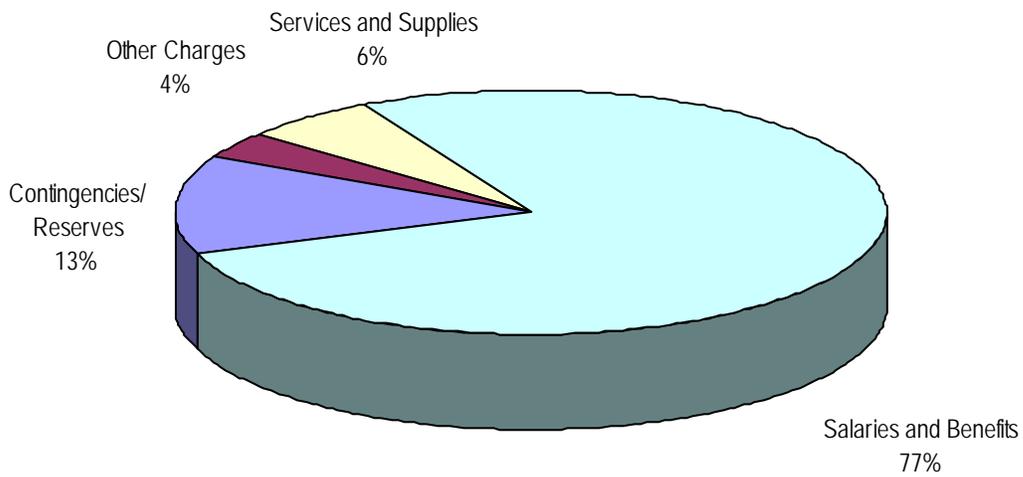


County Counsel

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

County

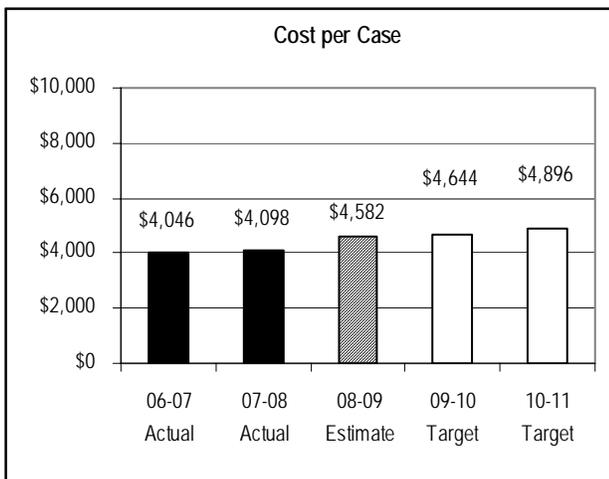
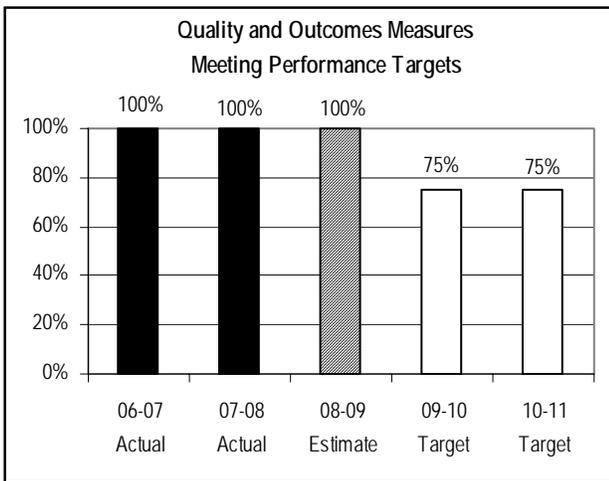
- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Real Property Services
- Assessor-County Clerk-Recorder
- Controller's Office
- Treasurer-Tax Collector
- Retirement (*SamCERA*)



County Counsel

- Information Services Department
- Non-Departmental

Department Measures



Department Mission Statement

The County Counsel's Office provides high quality and timely legal services to the Board of Supervisors, all County departments and agencies, elected officials, boards and commissions, various school districts, special districts, and other public agencies so that they may carry out their responsibilities in a manner fully consistent with the law. The County Counsel's Office provides legal representation to 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 2000-2008)

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.

• **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 and the 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 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 sanitary sewers comply with 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.

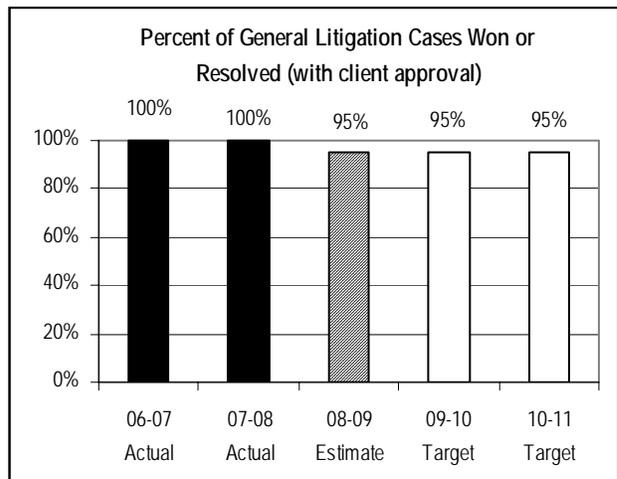
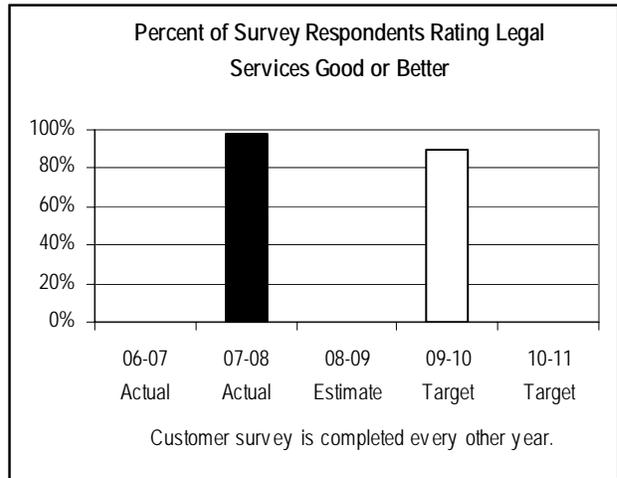
ENVIRONMENTALLY CONSCIOUS COMMUNITY: Our natural resources are preserved through environmental stewardship, reducing carbon emissions, and using energy, water and land more efficiently.

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.

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 by taking 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
- Assisted with the preparation of contracts that resulted in significant rebates for implementation of energy saving measures
- Assisted in the implementation of the newly formed Health System, and drafted corresponding ordinance code amendments
- Drafted ordinances regulating the County's use of disposable food ware
- Assisted in the emergency ambulance providing selection process and contract negotiations
- Assisted in the acquisition of the property interests necessary for the timely completion of repairs to the La Honda landslides
- Successfully represented a disabled conservatee in a personal injury litigation that resulted in a sizeable award, thereby ensuring that the Public Guardian will have sufficient funds to provide for the conservatee's specialized care needs
- Drafted amendments to the County's tobacco retailer permit ordinance and model city ordinance adopted by numerous cities
- Continued extensive formal training program for more than one hundred Child Protective Services social workers, in accordance with the recommendations of the Blue Ribbon Committee and initiated a countywide law enforcement training program relating to the newly amended CPS protocol
- Assisted in the AB900 application to the state for jail funding and participated in the re-entry program analysis
- Assisted Board in amending Form 700 Requirements for Boards and Commissions and created Conflict Acknowledgement Form
- Participated in the selection of a contractor for the storage of county records, and helped finalize the agreement that made it possible to transfer a large volume of records from the County Elections facility to a remote storage location
- Assisted in the GASB 45 OPEB (Other Post Employee Benefits) Trust selection and implementation
- Participated in major federal court litigation regarding overcrowding of state prisons and the proposed issuance of a Prisoner Release Order and, in particular, presented detailed information on how this would have negative financial effect on counties
- Participated in negotiation and preparation of an agreement to relating to the transfer of court facilities
- Drafted agreement to restructure Peninsula Conflict Resolution Center's debt to the County, resulting in the availability of a wide

range of conflict resolution services at no additional cost to the County through 2021

- Provided guidance through the process of forming the assessment district to finance landslide repair in the La Honda community

Story Behind Performance

The County Counsel's Office conducted its comprehensive customer satisfaction survey in the fall of 2007. Fifty-nine responses were obtained. On average, 98% of survey respondents rated the expertise of County Counsel staff as good or better and 89% of survey respondents rated the communication and responsiveness of staff as good or better. Overall, 98% of survey respondents rated legal services provided by staff as good or better. The fall 2007 survey reflected continued improvement in communication and responsiveness of staff from the 2005 survey but additional improvement is needed. The Office intends to conduct the survey at two-year intervals, with the next survey scheduled for fall 2009.

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, a better measure of efficiency would be County Counsel's cost as a percentage of county budget as compared with county counsel offices in surrounding counties. This new measure will be phased in this year, while cost per capital will be phased out.

In recent years an increase in caseload has placed a larger burden on County Counsel staff. This is expected to continue and the cost per case is projected to go up due to an increase in caseloads. Specifically, cases involving the protection of children and the elderly residents in San Mateo County have increased and this trend is likely to escalate given the current economic conditions. The expected increase in social service related caseload, with staffing expected to be static or to decrease, will challenge this Office 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.

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 recoveries. 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, many departments will be undertaking major initiatives that change the way the County does business. 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

Goal:

- 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:

- Litigation regarding overcrowding of state prisons and the proposed issuance of a Prisoner Release Order and, in

particular, presented detailed information on how this would have negative financial effect on counties

- Successfully represented a disabled conservatee in personal injury litigation that resulted in a sizeable award, thereby ensuring that the Public Guardian will have sufficient funds to provide for the conservatee's specialized care needs. The recovery also resulted in significant legal fees to the County
- Eminent domain action secured real property interest needed to repair La Honda landslide

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 back up 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 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of customer agencies served | | | | | |
| - County departments | 27 | 27 | 27 | 27 | 27 |
| - School districts | 23 | 23 | 24 | 24 | 24 |
| - Other agencies (JPAs, Special Districts) | 30 | 30 | 30 | 30 | 30 |
| Number of cases | | | | | |
| - Probate proceedings | 1,260 | 1,257 | 1,250 | 1,250 | 1,250 |
| - Children Services Litigation | 252 | 282 | 325 | 350 | 350 |
| - General liability | 118 | 246 | 250 | 250 | 250 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of general litigation cases won or resolved with approval of client | 100% | 100% | 95% | 95% | 95% |
| Attorneys per capita | 1: 30,581 | 1: 30,579 | 1: 30,951 | 1: 32,808 | 1: 32,808 |
| Department cost as a percentage of the County budget as compared with surrounding counties | | | | | |
| - San Mateo County | 0.046% | 0.046% | 0.046% | 0.046% | 0.046% |
| - Surrounding counties | --- | --- | 0.073% | 0.073% | 0.073% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Percent of customer survey respondents rating legal services good or better ⁽¹⁾ | --- | 98% | --- | 90% | --- |

⁽¹⁾ Customer survey is completed every other year.

County Counsel (1600B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 2,999,560 | 3,658,904 | 3,676,564 | 3,563,444 | (113,120) | 3,447,333 |
| Interfund Revenue | 270,610 | | | | | |
| Miscellaneous Revenue | 3,700 | 16,193 | 1,000 | 5,000 | 4,000 | 5,000 |
| Total Revenue | 3,273,870 | 3,675,097 | 3,677,564 | 3,568,444 | (109,120) | 3,452,333 |
| Fund Balance | 859,302 | 622,543 | 790,185 | 2,093,452 | 1,303,267 | 2,093,452 |
| TOTAL SOURCES | 4,133,172 | 4,297,640 | 4,467,749 | 5,661,896 | 1,194,147 | 5,545,785 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,564,660 | 7,330,831 | 8,107,911 | 8,248,229 | 140,318 | 8,687,903 |
| Services and Supplies | 307,911 | 447,835 | 651,350 | 652,550 | 1,200 | 652,550 |
| Other Charges | 337,341 | 376,675 | 379,688 | 374,636 | (5,052) | 374,636 |
| Fixed Assets | | 18,041 | | | | |
| Gross Appropriations | 7,209,911 | 8,173,383 | 9,138,949 | 9,275,415 | 136,466 | 9,715,089 |
| Intrafund Transfers | (1,219,288) | (1,180,254) | (1,120,224) | (1,172,306) | (52,082) | (1,172,306) |
| Net Appropriations | 5,990,623 | 6,993,129 | 8,018,725 | 8,103,109 | 84,384 | 8,542,783 |
| Contingencies/Dept Reserves | 153,544 | 256,665 | 512,304 | 1,388,742 | 876,438 | 1,130,323 |
| TOTAL REQUIREMENTS | 6,144,167 | 7,249,794 | 8,531,029 | 9,491,851 | 960,822 | 9,673,106 |
| NET COUNTY COST | 2,010,995 | 2,952,154 | 4,063,280 | 3,829,955 | (233,325) | 4,127,321 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 41.0 | 40.0 | 40.0 | 40.0 | | 40.0 |
| Funded FTE | 40.7 | 37.8 | 38.6 | 38.2 | (0.4) | 38.2 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources increased by \$1,194,147 or 26.7% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Charges for Services

There is a decrease of \$113,120 in this funding source due to reduced legal fees relating to Probate matters and a reduction in cost recovery for services provided to the County's self-insured Risk Management Program.

Miscellaneous Revenue

There is an increase of \$4,000 in this funding source for increased copy service fees and reimbursements for operating expenses.

Fund Balance

There is an increase of \$1,303,267 in this funding source primarily due to the recovery of attorneys' fees in a personal injury litigation matter in FY 2008-09.

TOTAL REQUIREMENTS

Total Requirements increased by \$960,822 or 11.3% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$140,318 in this expenditure category primarily due to annualized negotiated labor increases and retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC).

Services and Supplies

There is a net increase of \$1,200 in this expenditure primarily due to increased costs for legal subscription services.

Other Charges

There is a net decrease of \$5,052 in this expenditure category due to reduced automation support and miscellaneous facility charges.

Intrafund Transfers

There is an increase of \$52,082 in this expenditure category primarily due to increased cost reimbursement from the Health System for legal services.

Contingencies and Departmental Reserves

There is an increase of \$876,438 in this category primarily due to the recovery of attorneys' fees in a personal injury litigation matter. The balance in General Fund Reserves represents 17.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,226,680.

NET COUNTY COST

There is a decrease of \$233,325 or 5.7% in this Department's General Fund allocation primarily due to reduced cost recovery for legal services, which has been offset by Reserves to meet Net County Cost targets.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$116,111 or 2.1% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Charges for Services

There is a decrease of \$116,111 in this funding source due to a reduction in cost recovery for services provided to the County's self-insured Risk Management Program.

TOTAL REQUIREMENTS

Total Requirements increased by \$181,255 or 1.9% 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 \$439,674 in this expenditure category primarily due to merit increases and retiree health costs.

Contingencies / Departmental Reserves

There is a decrease of \$258,419 in this expenditure category due to the use of reserves to meet Net County Cost target. The balance in General Fund Reserves represents 16.2% of Net Appropriations, which exceeds the County 2% Reserves policy by \$959,467.

NET COUNTY COST

There is an increase of \$297,366 or 7.8% in this Department's General Fund allocation. This increase is primarily due to merit increases and retiree health increases.

County Counsel (1600B) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 41.0 | 40.0 | 40.0 | 40.0 | | 40.0 |
| Funded FTE | 40.7 | 37.8 | 38.6 | 38.2 | (0.4) | 38.2 |
| Total Requirements | 6,144,167 | 7,249,794 | 8,531,029 | 9,491,851 | 960,822 | 9,673,106 |
| Total Sources | 4,133,172 | 4,297,640 | 4,467,749 | 5,661,896 | 1,194,147 | 5,545,785 |
| Net County Cost | 2,010,995 | 2,952,154 | 4,063,280 | 3,829,955 | (233,325) | 4,127,321 |
| NCC Breakdown | | | | | | |
| A-87 Cost Plan | | | 3,771,121 | 4,102,834 | 331,713 | 4,102,834 |
| Mandated Services | | | 202,980 | 322,351 | 119,371 | 345,055 |
| Non-Mandated Services | | | 89,179 | (595,230) | (684,409) | (320,568) |

Discretionary Net County Cost

The portion of this program's FY 2009-10 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,829,555 of which \$3,507,604 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 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time Fund Balance; elimination of one-time projects and equipment; and increased fund balance which is primarily attributable to attorney fees received in the settlement of a complex litigation matter which have been set aside in Reserves. Adjustments in revenue include increased legal fees for probate conservatorship matters which is offset by decreased cost recovery for self-insured litigation matters.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 1,194,147 | 136,466 | (52,082) | 1,248,908 | 139,145 | 0 |

2. Adjustments to Meet Net County Target

Reserves have been reduced to meet Net County Cost targets to maintain a high level of legal services for increased legal service demands and to minimize the impact on departments.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 0 | 0 | (372,470) | (372,470) | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 1,194,147 | 136,466 | (52,082) | 876,438 | (233,325) | 0 |

FY 2010-11 Program Funding Adjustments

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

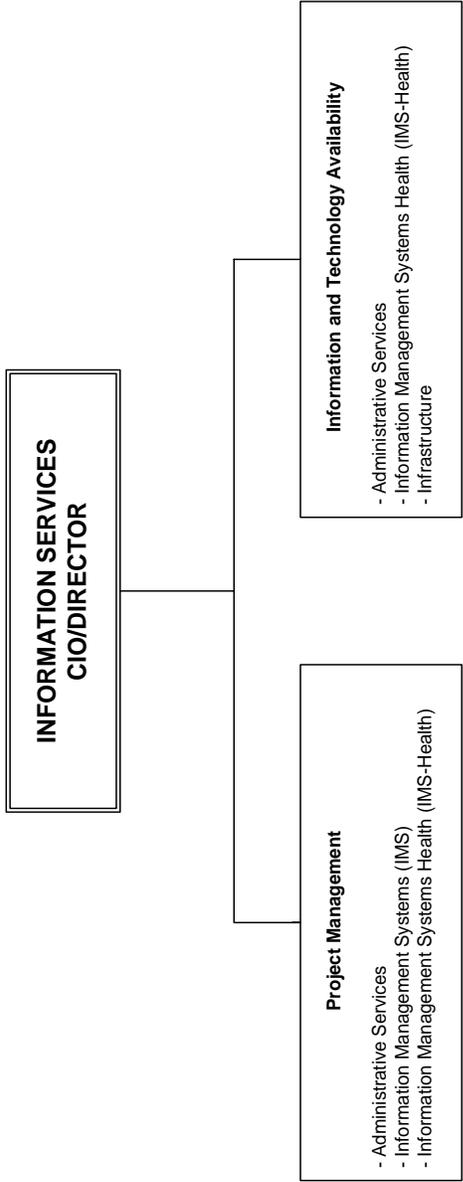
3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; increases in retirement and retiree health contributions and elimination of one-time Fund Balance. Adjustments in revenue include decreased cost recovery for self-insured litigation matters. Reserves have been reduced to meet Net County Cost target.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (116,111) | 439,674 | 0 | (258,419) | 297,366 | 0 |

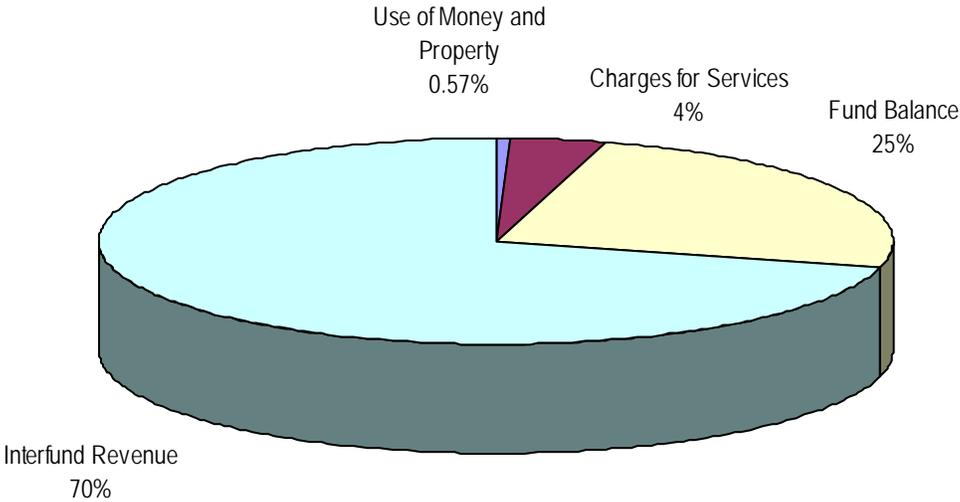
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INFORMATION SERVICES

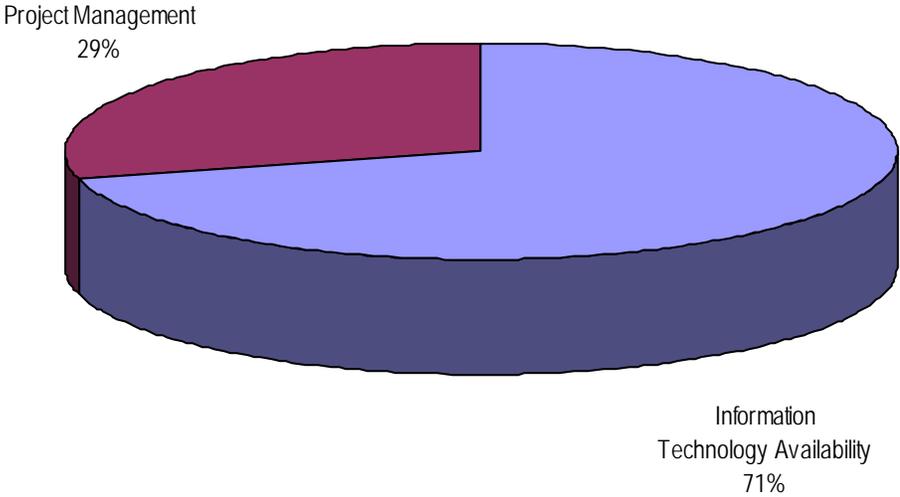


Information Services Department

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



Department Locator

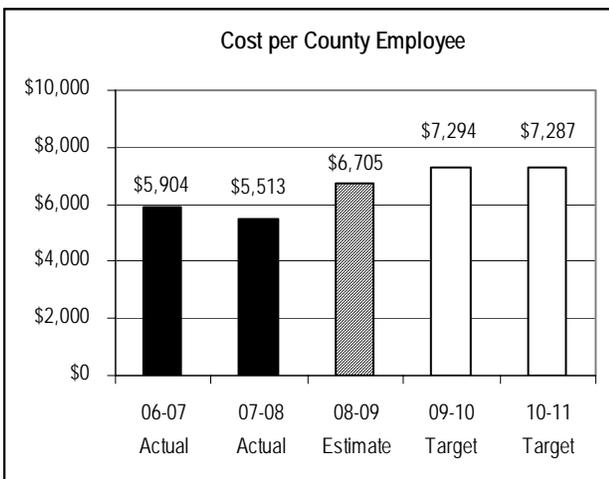
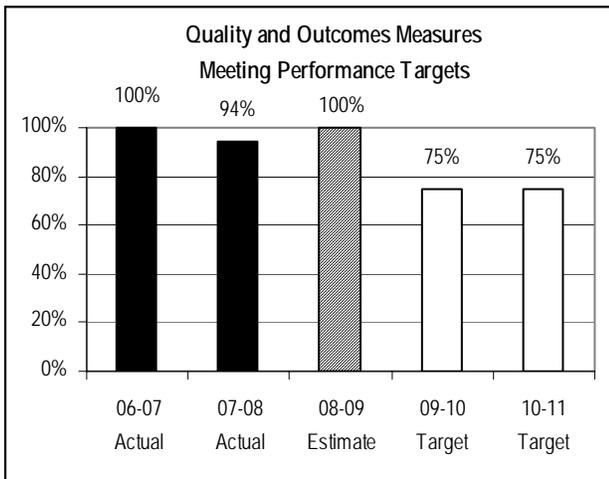
County

- Collaborative Community
- Board of Supervisors
- County Manager / Clerk of the Board
- Real Property Services
- Assessor-County Clerk-Recorder
- Controller's Office
- Treasurer-Tax Collector
- Retirement (*SamCERA*)
- County Counsel

▷ Information Services Department

- Non-Departmental Services
- Construction Funds
- Debt Service Fund

Department Measures



Department Mission Statement

The Information Services Department works with all County Departments to build and support a robust IT environment, to better serve the residents of San Mateo County.

Contributions to Shared Vision 2025 (Fiscal Years 2000 – 2008)

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

• **New Computed Tomography (CT) Scanner**

The Computed Tomography (CT) system in use at San Mateo Medical Center (SMMC) has reached the end of its useful life and can no longer meet the needs of SMMC staff and patients. Problems associated with older CT systems include the lack of image stabilization and capture speed, which often results in the need to re-scan a patient. The new CT system, funded by grants, will address this specific problem as well as others and provide SMMC with the ability to better and more efficiently serve their patients.

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

• **City/Partner Geographic Information System (GIS) Extranet**

County Geographic Information System (GIS) provides a platform allowing the sharing of geographic information with the public as well as County departments, cities, and other governmental agencies. This geographic information includes detailed parcel / property information, transportation information and jurisdictional information. The County GIS Portal provides accurate, near-real-time information in great detail helping Planning, Public Works, other County departments, and city partners better serve residents.

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

• **File Server Virtualization**

File servers operating in a virtual server environment require less hardware and consume less electricity than traditional file servers because virtualization technology allows multiple applications to run in their own computing space on a single file server eliminating the 1:1 relationship of file servers to applications. As a result of migrating the applications to virtual file servers, the County is able to reduce energy consumption and CO₂ emissions up to 50% when compared to traditional file 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.

- **Public Safety Radio Interoperability**

Under the guidance of the Regional Interoperability Steering Committee (RISC), a cohort of County and city leaders, the County and cities are exploring the costs and benefits of using a uniform radio frequency throughout the County. This collaborative effort is focused on maximizing state and federal grant opportunities to fund an interoperable public safety radio network.

Major Accomplishments in FY 2008-09

HEALTHY COMMUNITY

- Implemented a Blood Bank system, which benefits Health System clients as well as the community through improving patient safety, efficiency and durability. Electronic tracking of patient records and transfusion service history reduces the potential for errors compared to paper records because there is one record for each patient and this single record is updated by multiple care providers. Additionally, the Blood Bank system can be integrated with patient bar code identification currently in use at the Health System further increasing patient safety. Blood transfusion history is now part of the electronic medical record and can be retrieved in seconds. Inventory control is also enhanced with an electronic system because care providers can verify product availability and usage of these scarce resources in seconds. Paper records are vulnerable to a number of events to include fire, flood or accidental loss. With an electronic system, records are backed up and stored both onsite and offsite ensuring access to records at critical times.

ENVIRONMENTALLY CONSCIOUS COMMUNITY

- Implemented a countywide PC Power Management Program. The PC power management program changes the default power savings settings inside the Windows operating system placing the PC into sleep mode earlier than the default settings. Additionally, the power management program continually monitors PC power usage and using real time data, can build reports that quantify the overall performance of the program. The projected annual reduction in CO₂ emissions is approximately 400 tons.

COLLABORATIVE COMMUNITY

- Developed a countywide IT Strategic Plan. The development, adoption and current use of the countywide Information Technology Strategic Plan (ITSP) is successful primarily because the ITSP is based on input received from multiple County departments. As a result, the countywide ITSP recommends IT initiatives that will provide benefits to all County departments and the community.

Major Issues to be Addressed

- **Budget Constraints**—Continuing to implement IT during the current economic crises

- **Staffing**—Ensuring high availability for production systems during the hiring freeze
- **Increasing Data Storage Needs**—Developing a cost effective mass storage solution for the County

Key Department Initiatives

1. Virtualization

Alignment to Shared Vision:

- Environmentally Conscious Community

Major Issues to be Addressed:

- Replacing physical servers housed in the County's data centers with virtual servers
- Preserve and provide people access to our natural environment

Goal:

- Reduce energy use, carbon emissions and computing costs through the use of virtualization while increasing application availability and supporting the County's IT Business Continuity Plan

Objective:

- All applicable servers are operating in a virtual environment

Major Milestones:

- Formed a Technical Architect Group to review and recommend virtual server hardware and software (completed)
- Develop a template to help County departments identify mission critical applications (ongoing)
- Conduct Departmental interviews to identify mission critical applications (ongoing)
- Complete high-level system requirements for the virtual environment (July 2009)
- Complete high level specifications for IT Business Continuity Plan utilizing the virtual environment (January 2010)
- Increase the number of virtual servers in County data centers by 100% (Target = 260 virtual servers) (June 2010)
- Deploy the framework for a virtual storage and server environment in two geographically diverse data centers (June 2010)
- Have the work plan completed for an IT-BCP (Business Continuity Plan) utilizing the virtual environment (June 2010)
- Extend IT Business Continuity Plan to departmental mission critical applications (begins June 2010)

Partners:

- County Manager's Office
- All County departments

FY 2009-10 Budget Impact:

Non-Departmental budget impact is \$1,100,000 for hardware and software costs.

2. Ambulatory Electronic Medical Record Project (AEMR)

Alignment to Shared Vision:

- Healthy Community

Major Issues to be Addressed:

- Patient documentation is currently done using a hybrid model of paper and dictation; this is inefficient and does not support data sharing across the Health System

Goal:

- Improve patient documentation and data sharing throughout the Health System by automating the patient record process using the County standard for data store interoperability

Objective:

- Implement an Ambulatory Electronic Medical Record (AEMR) system

Major Milestones:

- Developed detailed systems requirements, issued RFP and selected AEMR vendor (complete)
- Assessed and upgraded the current computing environment within the Health System (ongoing)
- Developed training plan and started training AEMR users (ongoing)
- All clinics live on Practice Management (May 2009)
- All clinics live on AEMR (January 2010)
- All clinics live on Patient Scheduling (August 2009)
- Architecture and deployment of Patient Portal (January 2010)
- Patient dictation volume reduced by 50% (June 2010)
- Medication management, clinical decision support and E-prescribing live (June 2010)
- E-prescribing capability available throughout entire clinic system (August 2010)

Partners:

- Health System
- Ravenswood Family Health Center

FY 2009-2010 Budget Impact:

The AEMR project is grant funded. The estimated cost for the full implementation is \$2,000,000.

3. Incorporating Workflow / Document Flow Automation in IT Initiatives

Alignment to Shared Vision:

- Environmentally Conscious Community

Major Issues to be Addressed

- Document management based on paper records is inefficient and can lead to duplication of efforts and the potential for lost records

Goal:

- Develop workflow-based systems that simplify processes and reduce the County's use of paper records

Objective:

- Include a workflow automation component in new, applicable IT initiatives

Major Milestones:

- Established a cross-functional EDMS governance structure to include an EDMS Solutions Group and EDMS Steering Committee (completed)
- Work with the County's EDMS manager to leverage the County's document management system, FileNet (ongoing)
- Provide 1.7 terabytes of storage space for documents and other content for departments countywide (July 2009)
- Identify workflow-based systems for departments countywide (ongoing)
- Scan and store images of the County's Personnel Files, HR files (January 2010)
- Require workflow component in all new IT initiatives reviewed (January 2010)

Partners:

- All County Departments

FY 2009-10 Budget Impact:

Non-Departmental budget impact is \$250,000 for EDMS infrastructure and workflow establishment. Departments will fund their EDMS projects.

4. Applicable Client Record Search (ACRS)

Alignment to Shared Vision:

- Collaborative Community

Major Issues to be Addressed:

- Disparate data stores are not currently interoperable resulting in inaccurate and or incomplete countywide reporting

Goal:

- Provide countywide reporting and create the foundation for countywide client coordination through the use of interoperable data stores

Objective:

- By the end of FY 2009-10, establish countywide community of interest to champion data store interoperability.

Major Milestones:

- Conduct Departmental interviews to identify opportunities for client data coordination (completed)
- Complete high-level system requirements (completed)
- Complete detailed technical specifications for pilot group in the Health Department and Human Services Agency (completed)
- Establish ACRS champions in technology and program groups throughout the County (January 2010)

- Pilot as proof of concept, the feasibility of establishing data store interoperability for the two primary data warehouses within the County (June 2010)
- Complete a Request for Proposal (RFP) for software and services to implement the pilot data groups (June 2010)
- Implementation of ACRS architecture for the pilot data groups (June 2011)
- Extend the ACRS architecture to other departmental data warehouses (post-June 2011)

Partners:

- County Manager's Office
- Human Services Agency
- Health System
- All County departments

FY 2009-10 Budget Impact:

ISD's budget for ACRS from Non-Departmental Services included \$2,150,000 during FY 2008-09 for the ongoing implementation activities of ACRS. The balance of this project budget will be re-appropriated for FY 2010-11. The support budget for ACRS for \$157,560 will be applied towards the efforts of building a community of interest and champions.

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

- Leverage new support services delivery model

Project Management

- Continue to add automation tools and enhance project management skills through ongoing training

Information Services Department (1800B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 87,079 | 93,474 | 92,926 | 92,926 | | 92,926 |
| Charges for Services | 1,389,382 | 2,986,478 | 571,232 | 617,087 | 45,855 | 617,087 |
| Interfund Revenue | 13,012,019 | 11,890,393 | 12,746,789 | 11,631,920 | (1,114,869) | 11,631,920 |
| Miscellaneous Revenue | 103,111 | 104,510 | | | | |
| Total Revenue | 14,591,591 | 15,074,855 | 13,410,947 | 12,341,933 | (1,069,014) | 12,341,933 |
| Fund Balance | 10,529,483 | 10,964,278 | 9,639,555 | 4,096,188 | (5,543,367) | 3,710,506 |
| TOTAL SOURCES | 25,121,074 | 26,039,134 | 23,050,502 | 16,438,121 | (6,612,381) | 16,052,439 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 16,800,250 | 17,630,185 | 21,402,316 | 23,309,834 | 1,907,518 | 24,576,010 |
| Services and Supplies | 24,225,957 | 24,450,673 | 33,895,741 | 25,613,854 | (8,281,887) | 25,851,530 |
| Other Charges | 1,124,256 | 1,207,350 | 1,351,896 | 2,022,035 | 670,139 | 2,050,708 |
| Fixed Assets | 1,602,955 | 1,429,536 | 2,525,320 | 2,295,924 | (229,396) | 337,952 |
| Other Financing Uses | 287,364 | 286,973 | 285,994 | 286,089 | 95 | 286,089 |
| Gross Appropriations | 44,040,782 | 45,004,717 | 59,461,267 | 53,527,736 | (5,933,531) | 53,102,289 |
| Intrafund Transfers | (29,485,472) | (28,605,139) | (41,438,697) | (40,800,121) | 638,576 | (40,759,626) |
| Net Appropriations | 14,555,310 | 16,399,579 | 18,022,570 | 12,727,615 | (5,294,955) | 12,342,663 |
| Contingencies/Dept Reserves | 10,565,764 | 9,639,555 | 5,027,932 | 3,710,506 | (1,317,426) | 3,709,776 |
| TOTAL REQUIREMENTS | 25,121,074 | 26,039,134 | 23,050,502 | 16,438,121 | (6,612,381) | 16,052,439 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 141.0 | 154.0 | 154.0 | 163.0 | 9.0 | 163.0 |
| Funded FTE | 139.4 | 153.1 | 153.3 | 162.3 | 9.0 | 162.3 |

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$6,612,381 or 28.7% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$45,855 in this funding source due to an increase in services requested by the Housing Authority.

Interfund Revenue

There is a decrease of \$1,114,869 in this funding source due to reduced funding for projects for the San Mateo Medical Center.

Fund Balance

There is a decrease of \$5,543,367 in this funding source due to the elimination of one-time uses of Fund Balance and the use of Reserves during FY 2008-09 to fund equipment replacements and the mainframe migration project.

TOTAL REQUIREMENTS

Total Requirements decreased by \$6,612,381 or 28.7% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$1,907,518 in this expenditure category primarily due to the transfer of nine positions from the Human Services Agency; annualized negotiated labor increases; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); merit increases; and benefit changes.

Services and Supplies

There is a decrease of \$8,281,887 in this expenditure category due to the elimination of one-time projects including: the Ambulatory Medical Record; the Criminal Justice Migration project; the elimination of legacy mainframe software and tools; and the postponement of the Applicable Client Record Search (ACRS) project. These decreases are partially offset by increases in support for new systems and new initiatives including the IT Business Continuity Plan (IT-BCP) and Mental Health Information System (MHIS) for the Health System.

Other Charges

There is an increase of \$670,139 in this expenditure category due to the repayment of the Criminal Justice migration project and increases in County rent.

Fixed Assets

There is a decrease of \$229,301 in this expenditure category due to the elimination of one-time expenditures. This decrease partially offsets planned acquisitions for the IT-BCP.

Intrafund Transfers

There is a decrease of \$638,576 in this expenditure category due to the postponement of the ACRS project, partially offset by an increase in services to be provided to the Human Services Agency for desktop and server support.

Contingencies / Departmental Reserves

There is a decrease of \$1,317,426 in this expenditure category due to the use of Reserves for multiple projects to include the Criminal Justice migration from the County's mainframe and replacements of radio system hardware. ISD's Reserves represent either end-of-life or emergency funding sources for many countywide systems and infrastructure. The balance in General Fund Reserves represents 29.2% of Net Appropriations, which exceeds the County 2% Reserves policy by \$3,455,954.

NET COUNTY COST

No change.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$385,682 or 2.3% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Fund Balance

There is a decrease of \$385,682 in this funding source due to the completion of one-time projects and initiatives.

TOTAL REQUIREMENTS

Total Requirements decreased by \$385,682 or 2.3% 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 \$1,266,176 in this expenditure category due to merit increases and increases in retirement and retiree health contributions.

Services and Supplies

There is a net increase of \$237,676 in this expenditure category due to planned implementation of the Applicable Client Record Search (ACRS) project and increased support costs for new systems. These increases are partially offset by the elimination of one-time project costs including the IT Business Continuity Plan (IT-BCP) and the Mental Health Information System (MHIS) project for the Health System.

Other Charges

There is a net increase of \$28,673 in this expenditure category due to anticipated rent and general liability costs.

Fixed Assets

There is a net decrease of \$1,957,972 in this expenditure category due to the elimination of one-time projects such as the IT-BCP and MHIS.

Intrafund Transfers

There is a net decrease of \$40,495 in this expenditure category due to the elimination of one-time projects. This decrease is partially offset by reimbursements for the planned implementation of the ACRS project including labor, software and hardware support.

Contingencies / Departmental Reserves

There is a decrease of \$730 in this expenditure category due to the use of Reserves for planned projects and initiatives. This decrease is partially offset with planned contributions to equipment and system Reserves. The balance in General Fund Reserves represents 30.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$3,462,923.

NET COUNTY COST

No change.

Information and Technology Availability (1830P)

Program Locator

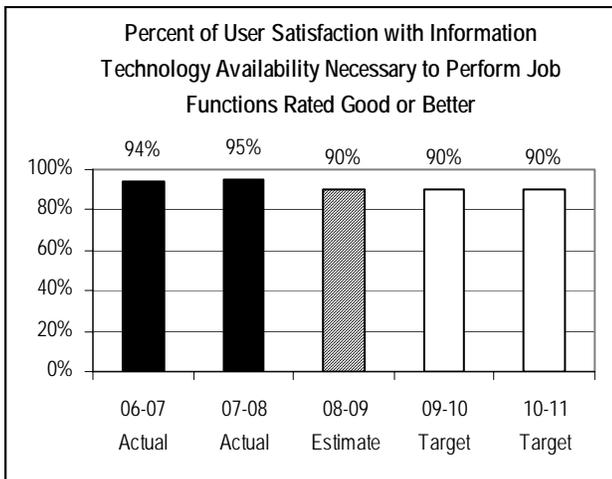
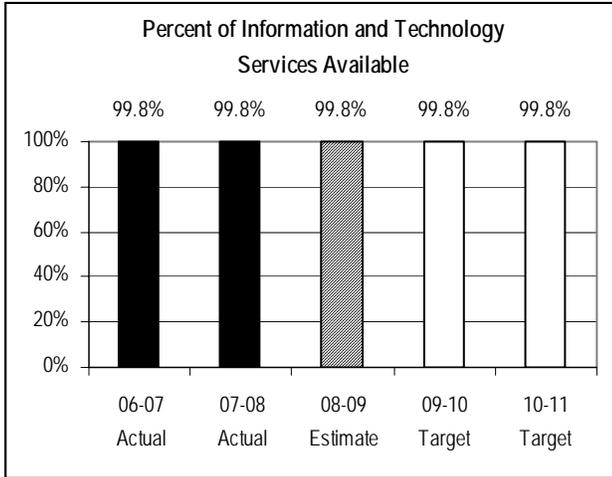
County

Collaborative Community

Information Services Department

▷ **Information and Technology Availability**
Project Management

Headline Measures



Program Outcome Statement

The Information and Technology Availability Program monitors the availability of Information Technology (IT) services including e-mail, voice, data and radio networks, file servers and the eGov environment. Based on the monitored results, changes may be made to ensure high availability of IT services to all County Departments as well as County residents.

Services and Accomplishments

The Information and Technology Availability Program monitors and maintains over 400 high volume devices including network appliances and department file servers. These high volume network devices support over 6,600 end-point computing devices. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025. Through an integrated support center, computing problems and requests are addressed in an orderly and organized fashion. All issues are managed by the support team and are documented and available to County departments through knowledge based software.

The following are major accomplishments in the current year:

- Developed and adopted a countywide Internet Use Policy thereby striking an effective balance between personal use of the County's Internet connection while also reducing Internet bandwidth utilization
- Met or exceeded all program availability goals
- Implemented PC Power Management and received County Green Stars recognition for increased power savings countywide
- Installed a wireless infrastructure to facilitate wireless connections
- Installed core network appliances capable of prioritizing network traffic
- Upgraded Uninterruptible Power Supply (UPS) technologies that includes smarter energy usage with increased capacity
- Increased network bandwidth to remote locations
- Developed geographic diversity architecture in support of the County's IT Business Continuity Plan
- Developed grant proposals resulting in over \$5,000,000 in grant funding for Radio Interoperability

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 in ISD consistently achieving high scores in the annual telephone survey on user satisfaction.

Additionally, through training, rotational job assignments and mentoring, the Program has created staff depth within multiple work units that are responsible for providing the County with a high availability computing environment. As a result, the availability of support staff does not fall below acceptable levels regardless of vacation and sick time.

The number of 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 stand-alone servers to virtual server environments, thereby saving energy and space while reducing CO₂ emissions. This combined with server-based PC power management software is continuing to move the Program to "Green Computing."

Major challenges over the next two years will be:

- To maintain 99.8% availability while supporting both wired and wireless network connections
- To transition to a traffic management protocol that will allow the County to prioritize and replicate data between data centers
- To establish a Countywide IT Business Continuity Plan (IT-BCP) to include a Disaster Recovery (DR) component 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

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 thereby allowing them to focus on their programs
- Continue to develop support staff capable of handling network, PC and file server support calls
- Develop geographically diverse data centers hosting mission critical applications
- Eliminate any remaining single points of failure in the County's computing environment
- Deploy server virtualization to support IT Business Continuity and Disaster Recovery Plans
- Support Departmental interest in wireless technologies while maintaining high availability and effective security
- Implement next generation of telephone switching software

Support San Mateo County Cool County Initiatives

- Reduce the number of physical servers by utilizing virtualization technologies
- Reduce the number of mass storage devices by utilizing virtual storage arrays
- Support IT related Green Team initiatives

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of County IT end-point devices: | | | | | |
| - Voice | 7,954 | 8,206 | 8,200 | 8,000 | 8,000 |
| - Radio | 1,680 | 1,497 | 1,500 | 1,500 | 1,500 |
| - Computers / printers | 6,348 | 6,388 | 6,300 | 6,300 | 6,300 |
| Security Measure: | | | | | |
| - Number of incoming e-mail viruses blocked ⁽¹⁾ | 26,034 | 19,597 | 70,000 | 50,000 | 50,000 |
| - Number of spam messages blocked ⁽²⁾ | 699,236 | 77,339,337 | 35,000,000 | 12,000,000 | 12,000,000 |
| Service Desk Call Volume ⁽³⁾ | 29,796 | 26,797 | 19,000 | 20,000 | 20,000 |
| Number of file servers converted from stand-alone platforms to shared or Virtual Management platforms | --- | --- | 65 | 70 | 80 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| 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: 255 | 1:245 | 1:250 | 1:250 | 1:250 |
| Percent of IT devices and applications meeting availability goals: | | | | | |
| - Network devices | 95% | 96% | 95% | 95% | 95% |
| - File servers | 98% | 100% | 100% | 98% | 98% |
| Percent of County PC's using server-based PC Power-Management software ⁽⁴⁾ | --- | --- | 100% | 95% | 95% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of unplanned unscheduled major outages | 2 | 5 | 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 | 94% | 95% | 90% | 90% | 90% |

- (1) The current surge of e-mail viruses is attributed to the efforts to exploit Windows Vista security vulnerabilities. With Windows 7 now in Beta testing and likely for release within the next 6 months, the effect on the number of e-mail viruses is unknown.
- (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 defence software. For FY 2008-09 and forward, the number is decreased 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) Due to fewer new projects, a hiring freeze and a fairly stable and well-trained workforce, the number of calls to the Service Desk is expected to stabilize. The higher volume of calls in recent history is attributable to implementations of new applications, such as ATKS.
- (4) Not all PC's in the County are candidates for the PC Power Management software as some need to be available at any time such as Public Safety Dispatch workstations.

Information and Technology Availability (1830P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 76.0 | 76.0 | 81.0 | 90.0 | 9.0 | 90.0 |
| Funded FTE | 75.1 | 75.1 | 80.3 | 89.3 | 9.0 | 89.3 |
| Total Requirements | 24,009,599 | 23,948,662 | 15,890,525 | 11,663,927 | (4,226,598) | 11,212,083 |
| Total Sources | 11,911,208 | 12,747,322 | 15,890,525 | 11,663,927 | (4,226,598) | 11,212,083 |
| Net County Cost | 12,098,391 | 11,201,341 | | | | |

Discretionary Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases; mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); new systems maintenance and support; and elimination of one-time Fund Balance. Increases have been offset with the elimination of one-time projects and equipment; reductions in expenditures related to the County's mainframe environment; use of Reserves for the Mainframe Migration project; and increased reimbursement for maintenance and support.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| (4,226,598) | (500,116) | (3,011,361) | (715,121) | 0 | 0 |

2. Core IT Support Services

Nine positions have been added for the transfer of positions from the Human Services Agency (HSA) to ISD. This transition will allow HSA to focus on programmatic IT support while leveraging ISD's core IT services.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 1,179,573 | (1,179,573) | 0 | 0 | 9 |

3. Information Technology Business Continuity Plan (IT-BCP)

In an effort to ensure that critical county systems will be available in the event of a disaster, ISD will establish two geographically diverse data centers each hosting critical countywide applications. Virtualization technologies will be used to ensure high availability during both a disaster and support of routine maintenance.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 1,886,250 | (1,886,250) | 0 | 0 | 0 |

4. Infrastructure Replacements

Network and radio equipment that has reached end-of-life will be replaced, ensuring both high availability of network computing resources and vendor support.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 142,000 | (50,000) | (92,000) | 0 | 0 |

5. Mainframe Retirement

Reserves set aside for this purpose will be used to transition staff and resources from a mainframe-centric County data center model to a midrange and virtualization server and storage model. This change supports the goal of continued high availability of network computing resources.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-----------|-----------------|-----------|
| 0 | 0 | 576,467 | (576,467) | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|-------------|-----------------|-----------|
| (4,226,598) | 2,707,707 | (5,550,717) | (1,383,588) | 0 | 9 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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 increases and retiree health contributions; increased system maintenance and support costs; elimination of one-time Fund Balance; and a reduction in reimbursements for completed projects. Cost increases have been more than offset with the elimination of one-time projects completed in FY 2009-10.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (451,844) | (1,382,299) | 997,347 | (66,892) | 0 | 0 |

Project Management (1840P)

Program Locator

County

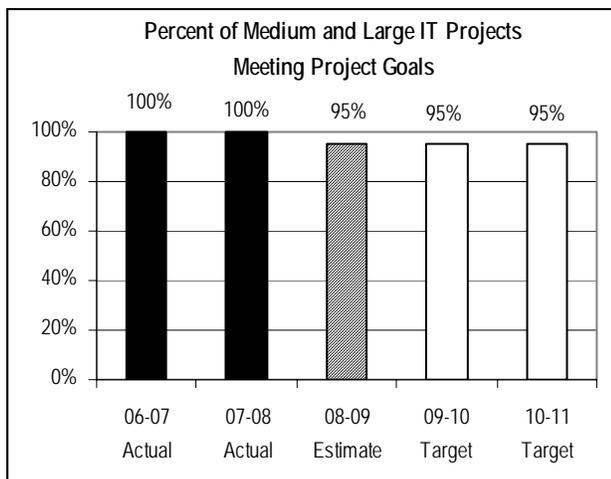
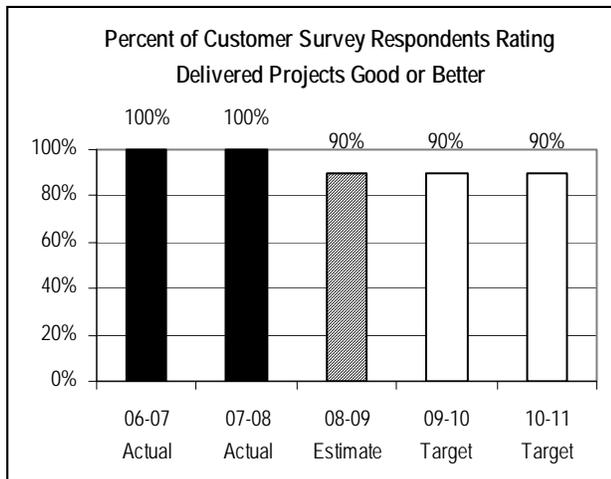
Collaborative Community

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 quality 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 the Shared Vision of a Collaborative Community by 2025.

The following are major accomplishments in the current year:

- Exceeded targets in both headline measures: percent of customer satisfaction good or better and percent of IT projects meeting primary goals
- Developed an RFP and established contracts with two vendors to support a contingency staffing plan
- Completed several large projects including the establishment of a countywide video conferencing backbone
- Expanded wireless access for the Health Care Interpreter Network (HCIN)
- Established a City Geographical Information System (GIS) Extranet Portal to allow cities to utilize the County's GIS enterprise
- Migrated all production applications off the County's mainframe
- Finalized requirements, conducted an RFP, selected a vendor, established a project plan and began the implementation of an electronic Project Management Office (ePMO) to enforce standards and develop workflow-based project communication
- Installed and consolidated a stable environment to promote the use of countywide Electronic Document Management System (EDMS) initiatives that are focused on workflow-based applications
- Developed an RFP and selected a vendor to provide an ID Management and Single Sign On (SSO) solution countywide
- Updated the Health System Information Technology Strategic Plan (ITSP) to include Medical Programs

Story Behind Performance

FY 2008-09 is the sixth year that the Project Management Program has been in effect. 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 2008-09, the Program continues to maintain a high satisfaction rating with delivered projects and will exceed performance targets for both headline measures, Customer Satisfaction and Projects Meeting Primary Project Goals. This is achieved by utilizing 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 held, delayed or canceled. As ISD is highly dependent on its customers for generating projects, this may result in a slightly lower number of projects completed and in progress and cross-departmental projects.

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 Criminal Justice Information System (CJIS) application from the County mainframe to a more cost-effective computing platform. An example of a countywide project is the PC Power Management project, which reduced the amount of energy County PCs use. This Program is currently implementing an Electronic Project Management Office (ePMO) to ensure consistent project management methodologies are used throughout ISD, and to help coordinate cross departmental and countywide IT projects.

Major challenges over the next two years will be:

- To continue to implement IT during the current economic crises
- To transition the Department to an Electronic Project Management Office (ePMO) tool
- To retrain staff to support new generation technologies

Program Objectives

The Information Technology Project Management Program will meet performance targets by doing the following:

At Least 95% of IT Projects will Follow Established Project Management Procedures

- Continue to refine Project Management program processes and procedures
- Continue to leverage automation tools to better manage project workload

At Least 85% of IT Projects will be Completed on Time and Within Budget

- Manage projects by setting realistic project time lines and budget, and ensuring that clear change control and scope management procedures are established and practiced
- Consistently follow ISD Project Management processes and procedures, 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 above agreed upon service levels
- Incorporate constructive feedback received in project completion surveys

Performance Measures Summary Table

| Performance Measures | FY 2006-07 Actual | FY 2007-08 Actual | FY 2008-09 Estimate | FY 2009-10 Target | FY 2010-11 Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| What / How Much We Do (Effort) | | | | | |
| Number of IT projects completed (projects / activities) ⁽¹⁾ | 63 | 54 | 40 | 40 | 40 |
| Number of IT projects in progress ⁽¹⁾ | 145 | 111 | 80 | 80 | 80 |
| How Well We Do It (Quality / Efficiency) | | | | | |
| Percent of medium and large IT projects that follow established Project Management procedures | 100% | 100% | 90% | 95% | 95% |
| Percent of medium and large IT projects completed on time | 94% | 85% | 85% | 85% | 85% |
| Percent of medium and large IT projects completed within budget | 90% | 88% | 90% | 90% | 90% |
| Is Anyone Better Off? (Outcome / Effect) | | | | | |
| Number of projects that are cross-departmental ⁽²⁾ | 18 | 21 | 9 | 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% |

⁽¹⁾ The Program anticipates fewer medium-to-large IT projects due to budget constraints.

⁽²⁾ The average target for cross-departmental projects has been 10 per year. The FY 2006-07 and FY 2007-08 increases appear to represent unanticipated IT project funding. In addition, with the reorganization of the Health Department and SMMC into the Health System, any projects that were counted as cross-departmental between the previous Health Department and SMMC will no longer be counted as cross-departmental.

Project Management (1840P) Resource Allocation Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| Salary Resolution | 65.0 | 78.0 | 73.0 | 73.0 | | 73.0 |
| Funded FTE | 64.3 | 78.0 | 73.0 | 73.0 | 0.0 | 73.0 |
| Total Requirements | 1,111,475 | 2,090,472 | 7,159,977 | 4,774,194 | (2,385,783) | 4,840,356 |
| Total Sources | 13,209,866 | 13,291,811 | 7,159,977 | 4,774,194 | (2,385,783) | 4,840,356 |
| Net County Cost | (12,098,391) | (11,201,340) | | | | |

Discretionary Net County Cost

This Program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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; annualized negotiated labor increases and mid-year position changes; increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); elimination of one-time Fund Balance; elimination of one-time projects and equipment; postponement of the Applicable Client Record Search (ACRS) project for one year; and increase in Reserves set aside for e-Gov system replacement.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,385,783) | (10,017,887) | 7,565,942 | 66,162 | 0 | 0 |

2. Countywide Applications

Efforts will continue in support of the County's IT strategic plan including an upgrade of the County's Electronic Document Management System (EDMS); web translation services for the County's Internet presence; a master address database project for countywide GIS; and implementation of a public-facing GIS web portal.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 100,000 | (100,000) | 0 | 0 | 0 |

3. Customer Initiatives

Customer initiatives include the Mental Health Information System (MHIS) to replace a legacy system with a Mental Health solution that will automate all clinical and billing documentation and provide coordination of care and decision support. Anticipated outcomes include improved coordination of care; reduction in paperwork; reduced client cycle-time; and improved treatment plan development and monitoring.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 1,276,649 | (1,276,649) | 0 | 0 | 0 |

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| (2,385,783) | (8,641,238) | 6,189,293 | 66,162 | 0 | 0 |

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 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; increases in retirement and retiree health contributions; elimination of one-time projects and equipment partially offset by increased system maintenance and support costs; and decreased reimbursement due to the elimination of one-time projects.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 66,162 | (643,203) | 643,203 | 66,162 | 0 | 0 |

5. Applicable Client Record Search (ACRS) Project

Efforts will continue in support of the County's IT strategic plan including implementation of ACRS architecture to provide countywide reporting and create the foundation for countywide client coordination through the use of interoperable data stores.

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 0 | 1,600,055 | (1,600,055) | 0 | 0 | 0 |

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

| Revenue/Sources | Appropriations | Intrafund Transfers | Reserves | Net County Cost | Positions |
|-----------------|----------------|---------------------|----------|-----------------|-----------|
| 66,162 | 956,852 | (956,852) | 66,162 | 0 | 0 |

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Non-Departmental Services (8000B)

Budget Unit Locator

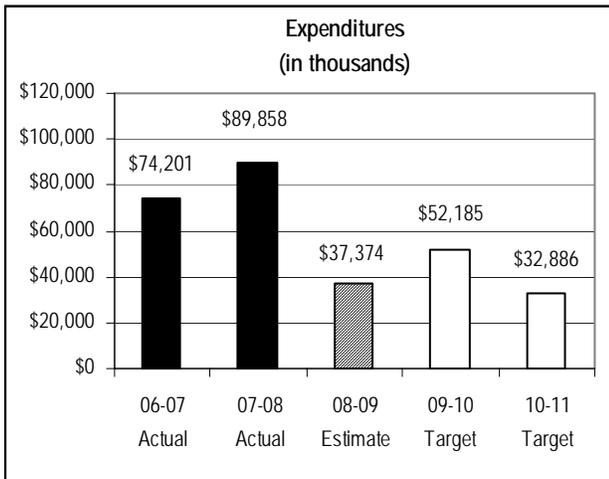
County

Collaborative Community
Non-Departmental

- ▷ **Non-Departmental Services**
- Contingencies
- Construction Funds
- 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 2009-10, this budget includes \$5,041,676 for debt service, \$3 million for the portion of the County's Annual Required Contribution (ARC) for retiree health benefits not directly funded by operating departments, and \$2 million in reserves for technology and capital improvement projects as required by the County Reserves Policy. The discretionary portion of this budget includes \$42,143,352 in appropriations for Countywide technology and capital improvement projects; the County's annual contribution to the Children's Health

Initiative; Healthcare Redesign efforts; retirement and retiree health actuarial studies and analysis; the County Fire Protection subsidy; other mandated services with no maintenance-of-effort requirements; and \$149,691,786 in Reserves in excess of minimum County Reserves Policy requirements.

FY 2009-10 Funding Adjustments

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

1. Current Level Budget Adjustments

Budget adjustments have been made as follows: Fund Balance has been increased and Reserves have been reduced to reflect year-end actuals. The increase in Fund Balance is primarily due to Excess ERAF of \$66.3 million apportioned to the General Fund during FY 2008-09, offset by legal settlements with the U.S. Department of Justice and the Department of Health and Human Services related to unallowable claims and cost reports filed in prior years, and revenue reductions in Public Safety Sales Tax receipts, Property Transfer Tax revenues, and investment losses resulting from the Lehman Brothers bankruptcy and market instability. Reductions in Reserves are primarily due to the reversal of one-time Excess ERAF and Teeter Plan revenues. Other one-time adjustments include the elimination of the contribution to the La Honda Landslide Assessment District for slope stabilization improvements and road repair on Scenic Drive and completed technology and capital improvement projects. Capital and technology projects in progress have been reappropriated. The General Fund subsidy to the Structural Fire Fund as well as funding for the new Jail Management System and payroll system (PIPS) upgrade have also been reappropriated.

| | |
|---------------------|--------------|
| Revenue/Sources | (39,435,423) |
| Appropriations | (23,923,397) |
| Intrafund Transfers | (463,591) |
| Reserves | (27,121,609) |
| Net County Cost | (12,073,174) |
| 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 properties in geographic locations hit hardest by the slowdown, growth in Secured Property Tax revenue has been reduced to 2% in FY 2009-10 and no growth is anticipated in FY 2010-11 when the automatic reassessments of commercial properties take effect. This is in stark

contrast to average annual growth in excess of 7% over the previous six fiscal years. Growth in Property Tax In-Lieu of Vehicle License Fees, which track with the secured roll, have also been reduced. Unsecured Property Tax revenue, primarily from airlines and businesses at San Francisco Airport, has been reduced by 2%, back to FY 2007-08 levels. The housing market slowdown has also had a significant impact on transaction related revenues. As such, Property Tax Supplementals have been reduced 25% and Property Transfer Tax revenue has been reduced 41%. Despite the return of jet fuel proceeds to the County beginning January 1, 2008, Sales Tax revenue will remain level due to declining fuel prices. Interest earnings have been reduced 48.7% to reflect a more conservative investment policy in light of the Lehman Brothers' bankruptcy, low interest rates and the instability of the stock markets, and are in-line with the Treasurer / Tax Collector's interest earnings projections for FY 2009-10. State-mandated cost reimbursements (SB90) have been removed due to the State budget crisis.

| | |
|---------------------|-------------|
| Revenue/Sources | (5,260,392) |
| Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 5,260,392 |
| Positions | 0 |

3. Local Property Tax (Excess ERAF)

Property tax contributions made in excess of mandated school funding levels will continue to be returned to the County in FY 2009-10. 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 | 29,303,145 |
| Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | 29,303,145 |
| Net County Cost | 0 |
| Positions | 0 |

4. Technology and Capital Improvement Projects

Funding has been included for ongoing maintenance of Countywide technology and implementation of new technology initiatives, including a one-time loan with a ten-year payback from the Criminal Justice Information System (CJIS) user community for the migration of CJIS off of the mainframe; needed infrastructure for the County's disaster recovery strategy by establishing two geographically diverse data centers housing critical County applications; and

continuing enhancements to the document imaging / workflow, e-Gov and Geographic Information System (GIS) projects. 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 | 12,389,358 |
| Intrafund Transfers | 0 |
| Reserves | (12,389,358) |
| Net County Cost | 0 |
| Positions | 0 |

5. June 2010 Gubernatorial Primary Election

Funds are appropriated to reimburse the Elections Division (1330P) for the cost of the statewide Gubernatorial primary election scheduled for June 8, 2010. These costs will not be reimbursed by the State as this is a regularly scheduled election.

| | |
|---------------------|-------------|
| Revenue/Sources | 0 |
| Appropriations | 2,534,676 |
| Intrafund Transfers | 0 |
| Reserves | (2,534,676) |
| Net County Cost | 0 |
| Positions | 0 |

6. Rent Stabilization for Facilities Maintenance and Operations

Funding is provided to the Facilities and Operations Division of Public Works to stabilize rent charges in FY 2009-10 for other County tenants that reside in court facilities. This represents one-time funding and is provided from savings realized by the transfer of court facilities to the State during FY 2008-09. Some portion of these funds may be recouped during the fiscal year should reimbursements from the State for County provided maintenance of

building-wide systems and the common areas exceed conservative estimates.

| | |
|---------------------|-------------|
| Revenue/Sources | 0 |
| Appropriations | 1,045,498 |
| Intrafund Transfers | 0 |
| Reserves | (1,045,498) |
| Net County Cost | 0 |
| Positions | 0 |

7. Southwest Border Prosecution Initiative Settlement

This adjustment appropriates the second and final installment due to the U.S. Department of Justice for unallowable reimbursements claimed under the Southwest Border Prosecution Initiative (SWBPI) program. The Sheriff's Office will repay the General Fund in five equal annual installments.

| | |
|---------------------|-----------|
| Revenue/Sources | 302,784 |
| Appropriations | 753,422 |
| Intrafund Transfers | 0 |
| Reserves | (450,638) |
| Net County Cost | 0 |
| Positions | 0 |

8. 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 will sustain sizable revenue reductions of approximately \$1.8 million in FY 2009-10. In order to bridge the gap, a General Fund loan will be provided over the next two years. The payback arrangements will be negotiated in the coming months and may depend upon future revenue projections. The loan is reduced to \$209,643 in FY 2010-11.

| | |
|---------------------|-----------|
| Revenue/Sources | 0 |
| Appropriations | 641,981 |
| Intrafund Transfers | 0 |
| Reserves | (641,981) |
| Net County Cost | 0 |
| Positions | 0 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|--------------|
| Revenue/Sources | (15,089,886) |
| Appropriations | (6,558,462) |
| Intrafund Transfers | (463,591) |
| Reserves | (14,880,615) |
| Net County Cost | (6,812,782) |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

9. Current Level Budget Adjustments

Budget adjustments have been made as follows: Fund Balance is reduced due to the County's structural budget deficit and one-time expenditures in the prior fiscal year. Assumptions for general revenues include no growth in Secured Property Tax and Property Tax in-Lieu of Vehicle License Fees and 2% growth in Sales Tax. Other adjustments include the reappropriation of IT and capital improvement projects and the elimination of one-time items: the June 2010 Gubernatorial primary election, rent stabilization funding for County tenants of court facilities, the CJIS loan, the payroll system upgrade, funding for the new Jail Management System, and the final installment of the Southwest Border Prosecution Initiative settlement.

| | |
|---------------------|--------------|
| Revenue/Sources | (44,226,272) |
| Appropriations | (19,299,247) |
| Intrafund Transfers | 0 |
| Reserves | (38,328,777) |
| Net County Cost | (13,401,752) |
| Positions | 0 |

Non-Departmental Services (8000B) General Funds

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 315,056,259 | 340,475,498 | 332,141,487 | 327,144,094 | (4,997,393) | 327,621,037 |
| Licenses, Permits and Franchises | 432,160 | 419,229 | 419,229 | 443,999 | 24,770 | 443,999 |
| Use of Money and Property | 21,403,811 | 18,035,168 | 14,099,145 | 8,291,769 | (5,807,376) | 8,455,412 |
| Intergovernmental Revenues | 3,110,964 | 1,614,162 | 2,241,761 | 1,350,062 | (891,699) | 1,376,903 |
| Charges for Services | 23,759 | 62,725 | 205 | 205 | | 205 |
| Interfund Revenue | 10,830,596 | 8,771,323 | 12,336,155 | 12,858,448 | 522,293 | 12,858,448 |
| Miscellaneous Revenue | 493,374 | 278,325 | 12,100,000 | 674,683 | (11,425,317) | 674,683 |
| Other Financing Sources | | | 1,960,036 | | (1,960,036) | |
| Total Revenue | 351,350,923 | 369,656,430 | 375,298,018 | 350,763,260 | (24,534,758) | 351,430,687 |
| Fund Balance | 244,330,694 | 239,615,459 | 217,508,722 | 226,953,594 | 9,444,872 | 182,059,895 |
| TOTAL SOURCES | 595,681,617 | 609,271,889 | 592,806,740 | 577,716,854 | (15,089,886) | 533,490,582 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 264,167 | | 5,270,000 | 3,100,000 | (2,170,000) | 3,100,000 |
| Services and Supplies | 8,049,738 | 12,715,270 | 17,698,847 | 24,612,574 | 6,913,727 | 15,054,229 |
| Other Charges | 6,923,568 | 2,785,702 | 16,525,060 | 5,551,920 | (10,973,140) | 3,753,000 |
| Fixed Assets | | | 3,000,000 | | (3,000,000) | |
| Other Financing Uses | 59,366,520 | 74,886,732 | 17,263,608 | 19,934,559 | 2,670,951 | 11,992,577 |
| Gross Appropriations | 74,603,993 | 90,387,704 | 59,757,515 | 53,199,053 | (6,558,462) | 33,899,806 |
| Intrafund Transfers | (402,924) | (530,016) | (550,434) | (1,014,025) | (463,591) | (1,014,025) |
| Net Appropriations | 74,201,069 | 89,857,688 | 59,207,081 | 52,185,028 | (7,022,053) | 32,885,781 |
| Contingencies/Dept Reserves | 135,651,878 | 94,184,165 | 164,572,401 | 149,691,786 | (14,880,615) | 111,363,009 |
| TOTAL REQUIREMENTS | 209,852,947 | 184,041,853 | 223,779,482 | 201,876,814 | (21,902,668) | 144,248,790 |
| NET COUNTY COST | (385,828,670) | (425,230,036) | (369,027,258) | (375,840,040) | (6,812,782) | (389,241,792) |

Contingencies (8100B)

Budget Unit Locator

County

Collaborative Community

Non-Departmental

Non-Departmental Services



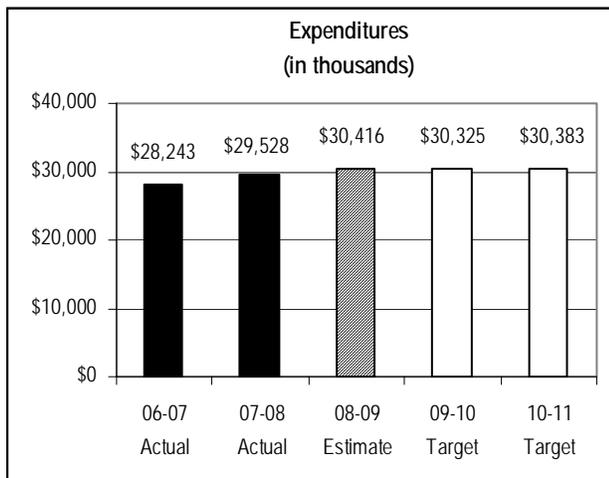
Contingencies

Construction Funds

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 2009-10 Recommended Budget, which is funded by the General Fund or Net County Cost (NCC), is \$30,324,846 or 100%. This amount represents three percent of General Fund net appropriations, and is required under the County Reserves Policy.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Meet Minimum County Reserves Policy Requirement

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

| | |
|---------------------|----------|
| Revenue/Sources | 0 |
| Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | (90,843) |
| Net County Cost | (90,843) |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Meet Minimum County Reserves Policy Requirement

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

| | |
|---------------------|--------|
| Revenue/Sources | 0 |
| Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | 57,773 |
| Net County Cost | 57,773 |
| Positions | 0 |

Contingencies (8100B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| REQUIREMENTS | | | | | | |
| Contingencies/Dept Reserves | 28,243,170 | 29,527,837 | 30,415,719 | 30,324,876 | (90,843) | 30,382,649 |
| TOTAL REQUIREMENTS | 28,243,170 | 29,527,837 | 30,415,719 | 30,324,876 | (90,843) | 30,382,649 |
| NET COUNTY COST | 28,243,170 | 29,527,837 | 30,415,719 | 30,324,876 | (90,843) | 30,382,649 |

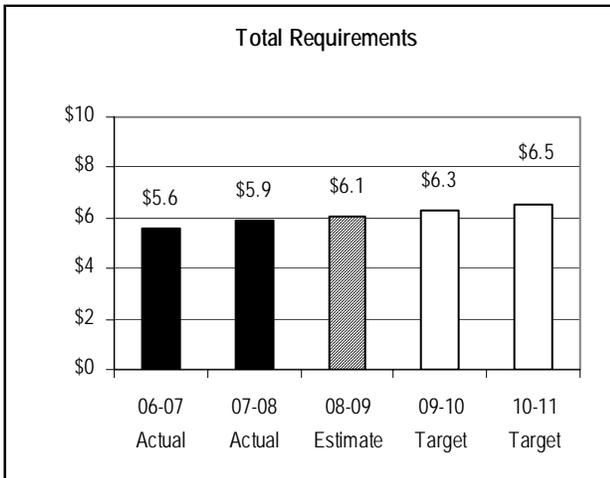
Accumulated Capital Outlay Fund (8200B)

Budget Unit Locator

- County
 - Collaborative Community
 - Construction Funds
 - ▷ **Accumulated Capital Outlay Fund**
 - Courthouse 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 2009-10 Funding Adjustments

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

1. Adjustments to Fund Balance

Budget adjustments have been made as follows: interest income received in FY 2008-09. Interest has been set aside in Reserves.

| | |
|---------------------|-----|
| Revenue/Sources | 200 |
| Appropriations | 0 |
| Re-Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | 200 |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Fund Balance

Budget adjustments have been made as follows: increased Fund Balance, which reflects interest income received in FY 2009-10, has been set aside in Reserves.

| | |
|---------------------|-----|
| Revenue/Sources | 200 |
| Appropriations | 0 |
| Re-Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | 200 |
| Net County Cost | 0 |
| Positions | 0 |

Accumulated Capital Outlay Fund (8200B)
 Accumulated Capital Outlay Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 237 | 240 | 200 | 200 | | 200 |
| Total Revenue | 237 | 240 | 200 | 200 | | 200 |
| Fund Balance | 5,406 | 5,643 | 5,883 | 6,083 | 200 | 6,283 |
| TOTAL SOURCES | 5,643 | 5,883 | 6,083 | 6,283 | 200 | 6,483 |
| REQUIREMENTS | | | | | | |
| Contingencies/Dept Reserves | 5,643 | 5,883 | 6,083 | 6,283 | 200 | 6,483 |
| TOTAL REQUIREMENTS | 5,643 | 5,883 | 6,083 | 6,283 | 200 | 6,483 |

Courthouse Construction Fund (8300B)

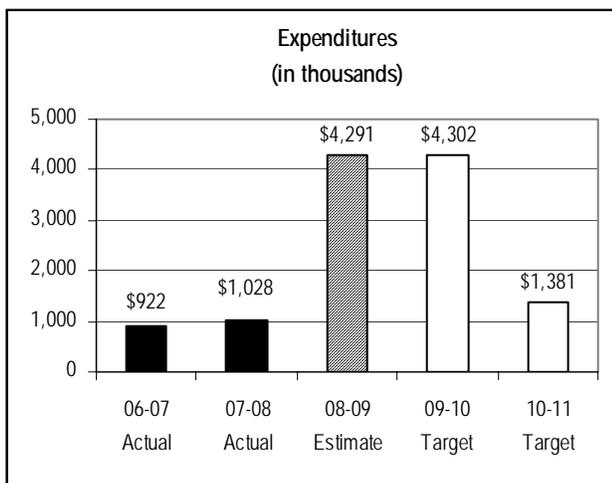
Budget Unit Locator

- County
 - Collaborative Community
 - 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 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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. Fund Balance and Reserves for one-time projects have been eliminated. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D) located in the Environmentally Conscious Community section.

| | |
|---------------------|-------------|
| Revenue/Sources | (535,842) |
| Appropriations | (2,937,700) |
| Re-Appropriations | 2,935,519 |
| Intrafund Transfers | 0 |
| Reserves | (533,661) |
| Net County Cost | 0 |
| Positions | 0 |

2. Debt Service Payment - Youth Service Center

Debt Service is increased to cover the Court's pro-rated share of debt for the new Youth Services Center. The prior year debt service payment has been eliminated and the current debt service payment has been added.

| | |
|---------------------|-----------|
| Revenue/Sources | 0 |
| Appropriations | (822,466) |
| Re-Appropriations | 834,704 |
| Intrafund Transfers | 0 |
| Reserves | (12,238) |
| 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 2009-10 has been added. The debt service

payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

| | |
|---------------------|-----------|
| Revenue/Sources | 0 |
| Appropriations | (530,737) |
| Re-Appropriations | 531,712 |
| Intrafund Transfers | 0 |
| Reserves | (975) |
| Net County Cost | 0 |
| Positions | 0 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|-------------|
| Revenue/Sources | (535,842) |
| Appropriations | (4,290,903) |
| Re-Appropriations | 4,301,935 |
| Intrafund Transfers | 0 |
| Reserves | (546,874) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

4. 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 estimated projects not to be completed in the prior year. It is anticipated that the total amount of re-appropriated projects will be completed by the end of FY 2009-10. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital

Projects Fund budget unit (8500D) located in the Environmentally Conscious Community section.

| | |
|---------------------|-------------|
| Revenue/Sources | (3,111,935) |
| Appropriations | (2,935,519) |
| Re-Appropriations | 30,000 |
| Intrafund Transfers | 0 |
| Reserves | (190,904) |
| Net County Cost | 15,512 |
| Positions | 0 |

5. Debt Service Payment - Youth Service Center

Appropriation for the Court's prior year pro-rated share of debt service payment for the new Youth Services Center has been eliminated and the current debt service payment has been added.

| | |
|---------------------|-----------|
| Revenue/Sources | 0 |
| Appropriations | (834,704) |
| Re-Appropriations | 821,030 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (13,674) |
| Positions | 0 |

6. Debt Service Payment - Other Projects

Appropriation for the Muni Courts and Courts Annex projects prior year debt service payment has been eliminated and the current debt services payment has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

| | |
|---------------------|-----------|
| Revenue/Sources | 0 |
| Appropriations | (531,712) |
| Re-Appropriations | 529,874 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (1,838) |
| Positions | 0 |

TOTAL FY 2010-11 FUNDING ADJUSTMENTS

| | |
|---------------------|-------------|
| Revenue/Sources | (3,111,935) |
| Appropriations | (4,301,935) |
| Re-Appropriations | 1,380,904 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | (190,904) |
| Positions | 0 |

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | | 2,670 | | | | |
| Use of Money and Property | 132,449 | 153,891 | 100,055 | 70,000 | (30,055) | 70,000 |
| Charges for Services | 1,263,486 | 1,192,440 | 1,300,000 | 1,120,000 | (180,000) | 1,120,000 |
| Total Revenue | 1,395,935 | 1,349,001 | 1,400,055 | 1,190,000 | (210,055) | 1,190,000 |
| Fund Balance | 3,124,962 | 3,598,781 | 3,919,535 | 3,593,748 | (325,787) | 481,813 |
| TOTAL SOURCES | 4,520,897 | 4,947,782 | 5,319,590 | 4,783,748 | (535,842) | 1,671,813 |
| REQUIREMENTS | | | | | | |
| Other Financing Uses | 922,115 | 1,028,248 | 4,290,903 | 4,301,935 | 11,032 | 1,380,904 |
| Net Appropriations | 922,115 | 1,028,248 | 4,290,903 | 4,301,935 | 11,032 | 1,380,904 |
| Non-General Fund Reserves | 3,598,782 | 3,919,535 | 1,028,687 | 481,813 | (546,874) | 290,909 |
| TOTAL REQUIREMENTS | 4,520,897 | 4,947,782 | 5,319,590 | 4,783,748 | (535,842) | 1,671,813 |

Criminal Justice Construction Fund (8400B)

Budget Unit Locator

County

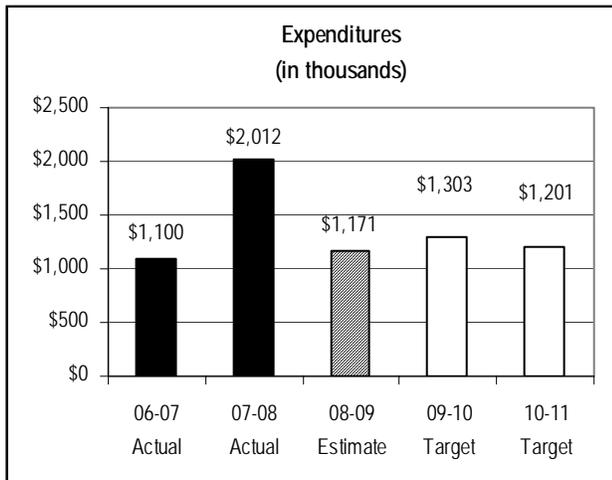
Collaborative Community
Construction Funds

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 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 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. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D) located in the Environmentally Conscious Community section.

| | |
|---------------------|----------|
| Revenue/Sources | (29,396) |
| Appropriations | (71,693) |
| Re-Appropriations | 62,083 |
| Intrafund Transfers | 0 |
| Reserves | (19,786) |
| Net County Cost | 0 |
| Positions | 0 |

2. Adjustments to Fund New Project

Appropriation for the Maguire Correctional Facility Roof Repair project, in addition to the re-appropriated amount shown above, has been added to complete this project that will apply new waterproof coating and wall flashing to the outdoor deck areas.

| | |
|---------------------|-----------|
| Revenue/Sources | 0 |
| Appropriations | 141,000 |
| Re-Appropriations | 0 |
| Intrafund Transfers | 0 |
| Reserves | (141,000) |
| Net County Cost | 0 |
| Positions | 0 |

3. Adjustments to Fund Re-appropriated Debt Services

Appropriation for the Maguire Correctional Facility prior year debt service payment has been eliminated and the current debt service

payment has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

| | |
|---------------------|-------------|
| Revenue/Sources | 0 |
| Appropriations | (1,100,000) |
| Re-Appropriations | 1,100,000 |
| Intrafund Transfers | 0 |
| Reserves | 0 |
| Net County Cost | 0 |
| Positions | 0 |

TOTAL FY 2009-10 FUNDING ADJUSTMENTS

| | |
|---------------------|-------------|
| Revenue/Sources | (29,396) |
| Appropriations | (1,030,693) |
| Re-Appropriations | 1,162,083 |
| Intrafund Transfers | 0 |
| Reserves | (160,786) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

4. 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 estimated projects that will not be completed in FY 2009-10. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D) located in the Environmentally Conscious Community section.

| | |
|---------------------|-----------|
| Revenue/Sources | (133,083) |
| Appropriations | (203,083) |
| Re-Appropriations | 101,541 |
| Intrafund Transfers | 0 |
| Reserves | (31,541) |
| Net County Cost | 0 |
| Positions | 0 |

5. 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 2010-11 FUNDING ADJUSTMENTS

| | |
|---------------------|-------------|
| Revenue/Sources | (133,083) |
| Appropriations | (1,303,083) |
| Re-Appropriations | 1,201,541 |
| Intrafund Transfers | 0 |
| Reserves | (31,541) |
| Net County Cost | 0 |
| Positions | 0 |

Criminal Justice Construction Fund (8400B)
 Criminal Justice Temporary Construction Fund
 FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 7,449 | 1,953 | | | | |
| Use of Money and Property | 88,198 | 44,309 | 45,000 | 20,000 | (25,000) | 20,000 |
| Charges for Services | 1,257,293 | 1,195,359 | 1,200,000 | 1,150,000 | (50,000) | 1,150,000 |
| Total Revenue | 1,352,940 | 1,241,621 | 1,245,000 | 1,170,000 | (75,000) | 1,170,000 |
| Fund Balance | 1,415,363 | 1,668,303 | 898,422 | 944,026 | 45,604 | 810,943 |
| TOTAL SOURCES | 2,768,303 | 2,909,924 | 2,143,422 | 2,114,026 | (29,396) | 1,980,943 |
| REQUIREMENTS | | | | | | |
| Other Charges | | 900,934 | | | | |
| Other Financing Uses | 1,100,000 | 1,110,567 | 1,171,693 | 1,303,083 | 131,390 | 1,201,541 |
| Net Appropriations | 1,100,000 | 2,011,501 | 1,171,693 | 1,303,083 | 131,390 | 1,201,541 |
| Non-General Fund Reserves | 1,668,303 | 898,422 | 971,729 | 810,943 | (160,786) | 779,402 |
| TOTAL REQUIREMENTS | 2,768,303 | 2,909,924 | 2,143,422 | 2,114,026 | (29,396) | 1,980,943 |

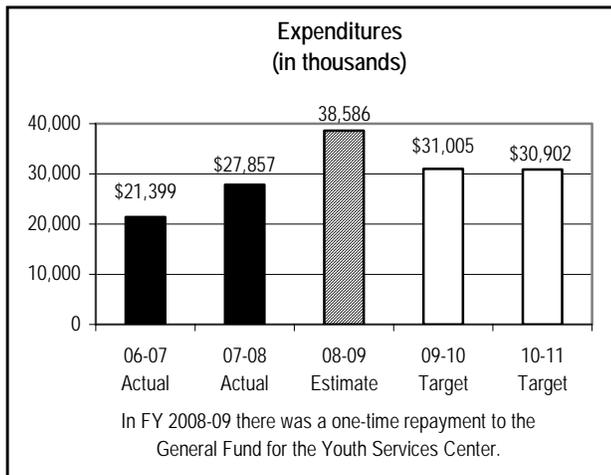
Debt Service Fund (8900B)

Budget Unit Locator

- County
 - Collaborative Community
 - Non-Departmental
 - Non-Departmental Services
 - Contingencies
 - Construction Funds
 - ▷ **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 which caps annual debt service payments at 4% of the County Budget average for the last five years.



Discretionary Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund debt service.

FY 2009-10 Funding Adjustments

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

1. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. A one-time reimbursement to the General Fund for the Youth Services Center has been eliminated. A complete list of payments can be viewed on the next page.

| | |
|---------------------|-------------|
| Revenue/Sources | (8,173,475) |
| Appropriations | (7,579,294) |
| Intrafund Transfers | 0 |
| Reserves | (594,181) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2010-11 Funding Adjustments

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

2. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. A complete list of payments can be viewed on the next page.

| | |
|---------------------|-----------|
| Revenue/Sources | (699,388) |
| Appropriations | (103,161) |
| Intrafund Transfers | 0 |
| Reserves | (596,227) |
| Net County Cost | 0 |
| Positions | 0 |

FY 2009-10 Long Term Debt Service

| Long-Term Debt Service | Principal | Interest | Total | Funding Sources |
|--|-------------------|-------------------|-------------------|---|
| Colma Creek Flood Control ⁽¹⁾ | 330,000 | 1,178,060 | 1,508,059 | Colma Creek Flood Control Special District Revenue |
| Courts Relocation Project | 215,449 | 316,264 | 531,713 | Courthouse Construction Fund |
| Crime Lab | 320,000 | 579,765 | 899,765 | General Fund / Fees |
| Equipment Project | 18,518 | 27,183 | 45,701 | General Fund / User Departments |
| Health Center | 3,784,623 | 5,498,525 | 9,283,148 | General Fund / SB1732FQHC / Tobacco Settlement |
| HSA Redwood City District | 150,588 | 221,052 | 371,640 | HSA (claimable) / Housing / General Fund |
| Maguire Jail Facility | 2,586,004 | 2,607,157 | 5,193,161 | General Fund / Criminal Justice Facilities Fund |
| Mutual Aid ESC JPA / Admin | 565,000 | 315,268 | 880,268 | Reserves / User Departments / Cities |
| New Office Building | 420,000 | 1,323,675 | 1,743,675 | Facilities Surcharge / Rent from County Departments |
| North County Clinic | 440,000 | 239,000 | 679,000 | FQHC Reimbursement / Tobacco Settlement |
| Sheriff's Radio Project | 725,000 | 140,650 | 865,650 | General Fund |
| Youth Services Center | 3,075,000 | 5,928,500 | 9,003,500 | Rent From Departments |
| TOTAL DEBT SERVICE | 12,630,182 | 18,375,098 | 31,005,280 | |

⁽¹⁾ Not included in the Debt Service Subject to Debt Limit

FY 2010-11 Long Term Debt Service

| Long-Term Debt Service | Principal | Interest | Total | Funding Sources |
|--|-------------------|-------------------|-------------------|---|
| Colma Creek Flood Control ⁽¹⁾ | 350,000 | 1,162,073 | 1,512,073 | Colma Creek Flood Control Special District Revenue |
| Courts Relocation Project | 224,616 | 305,257 | 529,873 | Courthouse Construction Fund |
| Crime Lab | 340,000 | 567,552 | 907,552 | General Fund / Fees |
| Equipment Project | 19,306 | 26,237 | 45,543 | General Fund / User Departments |
| Health Center | 3,971,645 | 5,308,611 | 9,280,257 | General Fund / SB1732FQHC / Tobacco Settlement |
| HSA Redwood City District | 156,996 | 213,363 | 370,359 | HSA (claimable) / Housing / General Fund |
| Maguire Jail Facility | 2,761,889 | 2,439,066 | 5,200,955 | General Fund / Criminal Justice Facilities Fund |
| Mutual Aid ESC JPA/Admin | 590,000 | 293,298 | 883,298 | Reserves / User Departments/Cities |
| New Office Building | 455,000 | 1,302,609 | 1,757,609 | Facilities Surcharge / Rent from County Departments |
| North County Clinic | 480,000 | 216,000 | 696,000 | FQHC Reimbursement / Tobacco Settlement |
| Sheriff's Radio Project | 750,000 | 112,600 | 862,600 | General Fund |
| Youth Services Center | 3,050,000 | 5,806,000 | 8,856,000 | Rent From Departments |
| TOTAL DEBT SERVICE | 13,149,452 | 17,752,666 | 30,902,119 | |

⁽¹⁾ Not included in the Debt Service Subject to Debt Limit

| Calculation of Annual Debt Service Limit | |
|--|--------------------|
| Fiscal Year | Recommended Budget |
| FY 2004-05 | 1,339,748,646 |
| FY 2005-06 | 1,526,954,943 |
| FY 2006-07 | 1,645,608,036 |
| FY 2007-08 | 1,727,258,070 |
| FY 2008-09 | 1,793,835,041 |
| Five-Year Average | 1,606,680,947 |
| Debt Limit 4.0% | 64,267,238 |
| FY 2007-08 Debt Service Limit Subject to the Debt Limit ⁽¹⁾ | 29,497,221 |
| Under Limit by This Amount | 34,770,017 |
| % Under Limit | 54% |

⁽¹⁾ Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit

Debt Service Fund (8900B)

Debt Service Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 1,021,118 | 1,016,540 | | | | |
| Other Financing Sources | 22,036,612 | 28,758,242 | 30,225,449 | 30,411,099 | 185,650 | 30,305,892 |
| Total Revenue | 23,057,730 | 29,774,782 | 30,225,449 | 30,411,099 | 185,650 | 30,305,892 |
| Fund Balance | 20,394,390 | 22,052,946 | 23,970,476 | 15,611,351 | (8,359,125) | 15,017,170 |
| TOTAL SOURCES | 43,452,120 | 51,827,728 | 54,195,925 | 46,022,450 | (8,173,475) | 45,323,062 |
| REQUIREMENTS | | | | | | |
| Other Charges | 21,399,173 | 27,857,252 | 38,584,574 | 31,005,280 | (7,579,294) | 30,902,119 |
| Net Appropriations | 21,399,173 | 27,857,252 | 38,584,574 | 31,005,280 | (7,579,294) | 30,902,119 |
| Non-General Fund Reserves | 22,052,947 | 23,970,476 | 15,611,351 | 15,017,170 | (594,181) | 14,420,943 |
| TOTAL REQUIREMENTS | 43,452,120 | 51,827,728 | 54,195,925 | 46,022,450 | (8,173,475) | 45,323,062 |

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Budget Unit and Program Summaries

FY 2009-10 and FY 2010-11
Recommended Budget



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.

Shared Vision 2025

Healthy Community

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

Prosperous Community

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

Livable Community

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

Environmentally Conscious Community

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

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.

From the beginning with Shared Vision 2010 now ten years ago, the San Mateo County Board of Supervisors has regarded "visioning" not as a project, but rather a dynamic process. Shared Vision has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.

Public Safety Communications (1240B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 2,584,901 | 2,540,786 | 2,662,439 | 2,440,075 | (222,364) | 2,488,877 |
| Charges for Services | 3,702,805 | 3,743,090 | 3,838,190 | 4,100,199 | 262,009 | 4,183,301 |
| Interfund Revenue | 21,202 | 10,071 | 7,785 | 9,466 | 1,681 | 9,466 |
| Miscellaneous Revenue | 119,608 | 103,946 | 106,000 | 106,000 | | 106,000 |
| Total Revenue | 6,428,516 | 6,397,894 | 6,614,414 | 6,655,740 | 41,326 | 6,787,644 |
| Fund Balance | | 524,930 | 275,989 | 289,225 | 13,236 | 289,225 |
| TOTAL SOURCES | 6,428,516 | 6,922,824 | 6,890,403 | 6,944,965 | 54,562 | 7,076,869 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,787,760 | 7,488,230 | 7,631,440 | 7,923,398 | 291,958 | 8,306,608 |
| Services and Supplies | 394,113 | 485,484 | 550,308 | 572,466 | 22,158 | 536,206 |
| Other Charges | 416,506 | 460,377 | 446,331 | 516,629 | 70,298 | 516,629 |
| Fixed Assets | | 5,233 | 45,000 | | (45,000) | |
| Gross Appropriations | 7,598,379 | 8,439,324 | 8,673,079 | 9,012,493 | 339,414 | 9,359,443 |
| Intrafund Transfers | (159,003) | (155,617) | (154,609) | (175,292) | (20,683) | (175,292) |
| Net Appropriations | 7,439,376 | 8,283,707 | 8,518,470 | 8,837,201 | 318,731 | 9,184,151 |
| Contingencies/Dept Reserves | | 223,969 | 275,989 | 289,225 | 13,236 | 289,225 |
| TOTAL REQUIREMENTS | 7,439,376 | 8,507,676 | 8,794,459 | 9,126,426 | 331,967 | 9,473,376 |
| NET COUNTY COST | 1,010,860 | 1,584,852 | 1,904,056 | 2,181,461 | 277,405 | 2,396,507 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 58.0 | 58.0 | 58.0 | 57.0 | (1.0) | 57.0 |
| Funded FTE | 56.0 | 56.0 | 56.2 | 55.8 | (0.5) | 55.8 |

Grand Jury (1920B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Interfund Revenue | | | 82,056 | | (82,056) | |
| Total Revenue | | | 82,056 | | (82,056) | |
| Fund Balance | | | 128,523 | 128,523 | | 128,523 |
| TOTAL SOURCES | | | 210,579 | 128,523 | (82,056) | 128,523 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 39,023 | 44,448 | 72,039 | 53,960 | (18,079) | 40,966 |
| Services and Supplies | 429,442 | 273,377 | 463,650 | 481,308 | 17,658 | 494,302 |
| Other Charges | 2,096 | 5,835 | 12,279 | 12,700 | 421 | 12,700 |
| Net Appropriations | 470,562 | 323,660 | 547,968 | 547,968 | | 547,968 |
| Contingencies/Dept Reserves | | | 128,523 | 128,523 | | 128,523 |
| TOTAL REQUIREMENTS | 470,562 | 323,660 | 676,491 | 676,491 | | 676,491 |
| NET COUNTY COST | 470,562 | 323,660 | 465,912 | 547,968 | 82,056 | 547,968 |

Message Switch (1940B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 585,802 | 585,762 | 577,588 | 608,608 | 31,020 | 636,794 |
| Interfund Revenue | 1,394 | 2,355 | 1,713 | 587 | (1,126) | 614 |
| Miscellaneous Revenue | 3,997 | | | | | |
| Total Revenue | 591,193 | 588,117 | 579,301 | 609,195 | 29,894 | 637,408 |
| Fund Balance | 522,426 | 406,219 | 452,545 | 458,761 | 6,216 | 430,000 |
| TOTAL SOURCES | 1,113,619 | 994,336 | 1,031,846 | 1,067,956 | 36,110 | 1,067,408 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 354,049 | 383,536 | 522,364 | 479,003 | (43,361) | 502,164 |
| Other Charges | 479,501 | 283,353 | 279,503 | 293,019 | 13,516 | 293,019 |
| Gross Appropriations | 833,550 | 666,889 | 801,867 | 772,022 | (29,845) | 795,183 |
| Intrafund Transfers | (122,868) | (125,098) | (132,683) | (134,066) | (1,383) | (140,275) |
| Net Appropriations | 710,682 | 541,791 | 669,184 | 637,956 | (31,228) | 654,908 |
| Contingencies/Dept Reserves | 402,937 | 452,545 | 362,662 | 430,000 | 67,338 | 412,500 |
| TOTAL REQUIREMENTS | 1,113,619 | 994,336 | 1,031,846 | 1,067,956 | 36,110 | 1,067,408 |

First 5 San Mateo County (1950B)
 First 5 Fund (Information Only)

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 1,602,201 | 1,520,814 | 1,100,000 | 719,103 | (380,897) | 650,914 |
| Intergovernmental Revenues | 10,702,988 | 9,715,787 | 9,230,986 | 7,630,983 | (1,600,003) | 6,500,000 |
| Miscellaneous Revenue | 264,774 | | | | | |
| Total Revenue | 12,569,962 | 11,236,602 | 10,330,986 | 8,350,086 | (1,980,900) | 7,150,914 |
| Fund Balance | 39,715,669 | 35,572,468 | 35,822,026 | 31,960,130 | (3,861,896) | 28,929,520 |
| TOTAL SOURCES | 52,285,631 | 46,809,070 | 46,153,012 | 40,310,216 | (5,842,796) | 36,080,434 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,184,303 | 1,080,165 | 1,324,700 | 1,250,000 | (74,700) | 1,327,850 |
| Services and Supplies | 345,071 | 349,246 | 1,395,327 | 814,500 | (580,827) | 698,700 |
| Other Charges | 13,811,680 | 9,557,633 | 11,622,569 | 9,316,196 | (2,306,373) | 9,097,303 |
| Net Appropriations | 15,341,054 | 10,987,043 | 14,342,596 | 11,380,696 | (2,961,900) | 11,123,853 |
| Non-General Fund Reserves | 36,944,577 | 35,822,026 | 31,810,416 | 28,929,520 | (2,880,896) | 24,956,581 |
| TOTAL REQUIREMENTS | 52,285,631 | 46,809,069 | 46,153,012 | 40,310,216 | (5,842,796) | 36,080,434 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 12.0 | 12.0 | 12.0 | 12.0 | | 12.0 |
| Funded FTE | 11.4 | 11.5 | 12.0 | 10.9 | (1.1) | 10.9 |

District Attorney/Public Administrator (2510B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 621,300 | 729,697 | 400,000 | 400,000 | | 433,000 |
| Use of Money and Property | 61,633 | 94,703 | 67,662 | | (67,662) | |
| Intergovernmental Revenues | 12,141,324 | 12,047,815 | 12,366,020 | 11,728,747 | (637,273) | 11,941,945 |
| Charges for Services | 180,392 | 233,151 | 191,541 | 140,500 | (51,041) | 158,753 |
| Miscellaneous Revenue | 42,729 | 46,388 | 40,000 | 41,500 | 1,500 | 41,500 |
| Total Revenue | 13,047,378 | 13,151,754 | 13,065,223 | 12,310,747 | (754,476) | 12,575,198 |
| Fund Balance | 4,065,398 | 3,984,132 | 3,675,088 | 2,661,585 | (1,013,503) | 2,661,585 |
| TOTAL SOURCES | 17,112,776 | 17,135,886 | 16,740,311 | 14,972,332 | (1,767,979) | 15,236,783 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 16,790,190 | 18,766,192 | 20,696,566 | 21,428,975 | 732,409 | 22,887,788 |
| Services and Supplies | 864,405 | 1,040,362 | 1,379,941 | 1,212,993 | (166,948) | 1,206,993 |
| Other Charges | 1,522,237 | 1,670,646 | 1,735,168 | 1,843,836 | 108,668 | 1,843,836 |
| Fixed Assets | 6,957 | (1,332) | | | | |
| Net Appropriations | 19,183,790 | 21,475,868 | 23,811,675 | 24,485,804 | 674,129 | 25,938,617 |
| Contingencies/Dept Reserves | 2,503,414 | 2,147,122 | 2,018,029 | 399,829 | (1,618,200) | 2,658 |
| TOTAL REQUIREMENTS | 21,687,204 | 23,622,990 | 25,829,704 | 24,885,633 | (944,071) | 25,941,275 |
| NET COUNTY COST | 4,574,428 | 6,487,104 | 9,089,393 | 9,913,301 | 823,908 | 10,704,492 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 128.0 | 129.0 | 129.0 | 129.0 | | 129.0 |
| Funded FTE | 124.5 | 124.9 | 124.7 | 125.2 | 0.4 | 125.2 |

County Support of the Courts (2700B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 6,845,679 | 6,682,615 | 7,324,994 | 6,914,664 | (410,330) | 6,914,664 |
| Charges for Services | 2,545,067 | 2,027,454 | 2,236,291 | 1,981,518 | (254,773) | 1,981,518 |
| Miscellaneous Revenue | 325,378 | 678,105 | 731,190 | 800,000 | 68,810 | 800,000 |
| Other Financing Sources | | 483,520 | 822,466 | | (822,466) | |
| TOTAL SOURCES | 9,716,123 | 9,871,694 | 11,114,941 | 9,696,182 | (1,418,759) | 9,696,182 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 347,243 | 403,730 | 420,000 | 430,000 | 10,000 | 430,000 |
| Services and Supplies | 1,009,371 | 883,006 | 1,087,000 | 1,087,000 | | 1,087,000 |
| Other Charges | 19,890,048 | 20,615,248 | 21,562,881 | 18,919,313 | (2,643,568) | 18,919,313 |
| TOTAL REQUIREMENTS | 21,246,662 | 21,901,983 | 23,069,881 | 20,436,313 | (2,633,568) | 20,436,313 |
| NET COUNTY COST | 11,530,538 | 12,030,289 | 11,954,940 | 10,740,131 | (1,214,809) | 10,740,131 |

Private Defender Program (2800B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 603,426 | 644,233 | 575,000 | 575,000 | | 575,000 |
| Interfund Revenue | 491,953 | 405,945 | 375,000 | 375,000 | | 375,000 |
| TOTAL SOURCES | 1,095,379 | 1,050,178 | 950,000 | 950,000 | | 950,000 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 14,623,141 | 15,208,067 | 15,816,390 | 16,449,046 | 632,656 | 17,107,008 |
| Other Charges | 923 | 40,651 | 58,642 | 61,483 | 2,841 | 61,483 |
| TOTAL REQUIREMENTS | 14,624,064 | 15,248,718 | 15,875,032 | 16,510,529 | 635,497 | 17,168,491 |
| NET COUNTY COST | 13,528,685 | 14,198,540 | 14,925,032 | 15,560,529 | 635,497 | 16,218,491 |

Sheriff's Office (3000B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,903 | 3,281 | 2,100 | 2,100 | | 2,100 |
| Fines, Forfeitures and Penalties | 357,714 | 290,934 | 352,000 | 322,000 | (30,000) | 322,000 |
| Intergovernmental Revenues | 44,349,044 | 39,123,101 | 45,284,930 | 44,485,130 | (799,800) | 42,658,600 |
| Charges for Services | 9,236,580 | 8,445,640 | 9,075,153 | 10,174,286 | 1,099,133 | 10,296,478 |
| Interfund Revenue | 11,535,143 | 11,955,348 | 13,027,088 | 13,478,810 | 451,722 | 14,353,900 |
| Miscellaneous Revenue | 512,964 | 819,980 | 608,689 | 865,889 | 257,200 | 865,889 |
| Other Financing Sources | | | 185,000 | 500,000 | 315,000 | |
| Total Revenue | 65,993,348 | 60,638,284 | 68,534,960 | 69,828,215 | 1,293,255 | 68,498,967 |
| Fund Balance | 3,544,821 | 3,544,821 | 5,161,476 | 5,127,471 | (34,005) | 5,127,471 |
| TOTAL SOURCES | 69,538,169 | 64,183,105 | 73,696,436 | 74,955,686 | 1,259,250 | 73,626,438 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 102,639,520 | 107,000,339 | 112,224,778 | 116,774,122 | 4,549,344 | 126,453,096 |
| Services and Supplies | 11,757,177 | 10,124,013 | 15,805,771 | 18,050,097 | 2,244,326 | 14,023,115 |
| Other Charges | 16,501,089 | 16,893,681 | 17,869,379 | 18,098,486 | 229,107 | 18,098,486 |
| Fixed Assets | 2,366,464 | 508,748 | 860,150 | 485,901 | (374,249) | 402,935 |
| Other Financing Uses | 908,042 | 906,084 | 905,877 | 899,765 | (6,112) | 907,553 |
| Gross Appropriations | 134,172,292 | 135,432,864 | 147,665,955 | 154,308,371 | 6,642,416 | 159,885,185 |
| Intrafund Transfers | (879,404) | (908,559) | (1,433,183) | (1,989,404) | (556,221) | (999,404) |
| Net Appropriations | 133,292,888 | 134,524,305 | 146,232,772 | 152,318,967 | 6,086,195 | 158,885,781 |
| Contingencies/Dept Reserves | 887,199 | 887,199 | 2,469,849 | 2,469,849 | | 2,469,849 |
| TOTAL REQUIREMENTS | 134,180,087 | 135,411,504 | 148,702,621 | 154,788,816 | 6,086,195 | 161,355,630 |
| NET COUNTY COST | 64,641,918 | 71,228,399 | 75,006,185 | 79,833,130 | 4,826,945 | 87,729,192 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 627.0 | 638.0 | 645.0 | 642.0 | (3.0) | 642.0 |
| Funded FTE | 625.4 | 636.8 | 644.1 | 641.7 | (2.4) | 641.7 |

Administrative and Support Services (3011P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 6,225 | 1,739 | | | | |
| Intergovernmental Revenues | 198,006 | 198,922 | 140,673 | 5,550 | (135,123) | 5,550 |
| Charges for Services | 262,699 | 273,984 | 237,100 | 242,100 | 5,000 | 242,100 |
| Interfund Revenue | 439,584 | 460,031 | 408,843 | 433,466 | 24,623 | 457,753 |
| Miscellaneous Revenue | 15,646 | 15,268 | 83,889 | 83,889 | | 83,889 |
| Total Revenue | 922,161 | 949,943 | 870,505 | 765,005 | (105,500) | 789,292 |
| Fund Balance | 3,544,821 | 3,544,821 | 5,161,476 | 5,127,471 | (34,005) | 5,127,471 |
| TOTAL SOURCES | 4,466,982 | 4,494,764 | 6,031,981 | 5,892,476 | (139,505) | 5,916,763 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 3,250,507 | 3,329,308 | 3,289,770 | 3,615,446 | 325,676 | 3,868,897 |
| Services and Supplies | 423,755 | 385,789 | 637,134 | 583,387 | (53,747) | 583,387 |
| Other Charges | 444,989 | 320,125 | 433,735 | 313,132 | (120,603) | 313,132 |
| Gross Appropriations | 4,119,251 | 4,035,222 | 4,360,639 | 4,511,965 | 151,326 | 4,765,416 |
| Intrafund Transfers | (38,885) | | | | | |
| Net Appropriations | 4,080,365 | 4,035,222 | 4,360,639 | 4,511,965 | 151,326 | 4,765,416 |
| Contingencies/Dept Reserves | 887,199 | 887,199 | 2,469,849 | 2,469,849 | | 2,469,849 |
| TOTAL REQUIREMENTS | 4,967,564 | 4,922,421 | 6,830,488 | 6,981,814 | 151,326 | 7,235,265 |
| NET COUNTY COST | 500,583 | 427,657 | 798,507 | 1,089,338 | 290,831 | 1,318,502 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 27.0 | 30.0 | 29.0 | 29.0 | | 29.0 |
| Funded FTE | 27.0 | 29.8 | 28.8 | 28.9 | 0.1 | 28.9 |

Professional Standards Bureau (3013P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,903 | 3,281 | 2,100 | 2,100 | | 2,100 |
| Intergovernmental Revenues | 1,344,324 | 1,310,276 | 1,333,835 | 1,366,285 | 32,450 | 1,366,285 |
| Charges for Services | 300,744 | 274,341 | 314,400 | 286,900 | (27,500) | 286,900 |
| Interfund Revenue | 221,584 | 97,695 | 39,086 | 38,705 | (381) | 38,705 |
| Miscellaneous Revenue | 42,303 | 103,979 | 464,000 | 489,000 | 25,000 | 489,000 |
| TOTAL SOURCES | 1,910,858 | 1,789,573 | 2,153,421 | 2,182,990 | 29,569 | 2,182,990 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,190,362 | 8,704,569 | 10,608,354 | 10,383,906 | (224,448) | 11,322,733 |
| Services and Supplies | 1,118,257 | 1,083,729 | 1,442,635 | 1,542,794 | 100,159 | 1,542,794 |
| Other Charges | 1,320,671 | 1,317,170 | 1,426,674 | 1,201,684 | (224,990) | 1,201,684 |
| Fixed Assets | 39,684 | | | | | |
| Gross Appropriations | 8,668,973 | 11,105,467 | 13,477,663 | 13,128,384 | (349,279) | 14,067,211 |
| Intrafund Transfers | (110,109) | (102,897) | (102,896) | (108,692) | (5,796) | (108,692) |
| TOTAL REQUIREMENTS | 8,558,864 | 11,002,571 | 13,374,767 | 13,019,692 | (355,075) | 13,958,519 |
| NET COUNTY COST | 6,648,006 | 9,212,998 | 11,221,346 | 10,836,702 | (384,644) | 11,775,529 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 31.0 | | 65.0 | 64.0 | (1.0) | 64.0 |
| Funded FTE | 30.8 | | 64.9 | 63.9 | (1.0) | 63.9 |

Forensic Laboratory (3017P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 2,677,509 | 2,322,529 | 2,533,914 | 1,909,263 | (624,651) | 1,909,263 |
| Charges for Services | 1,461,883 | 1,370,991 | 1,622,620 | 1,909,620 | 287,000 | 1,710,620 |
| Interfund Revenue | 879,246 | 860,598 | 829,660 | 624,274 | (205,386) | 631,375 |
| Miscellaneous Revenue | 128 | 960 | | 213,000 | 213,000 | 213,000 |
| TOTAL SOURCES | 5,018,765 | 4,555,077 | 4,986,194 | 4,656,157 | (330,037) | 4,464,258 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 3,771,602 | 3,883,373 | 4,249,705 | 4,582,922 | 333,217 | 4,626,149 |
| Services and Supplies | 682,058 | 676,553 | 902,144 | 708,995 | (193,149) | 708,995 |
| Other Charges | 516,780 | 552,481 | 643,310 | 618,347 | (24,963) | 618,347 |
| Fixed Assets | 226,275 | 113,770 | 256,150 | 93,165 | (162,985) | 93,165 |
| Other Financing Uses | 905,321 | 906,084 | 905,877 | 899,765 | (6,112) | 907,553 |
| TOTAL REQUIREMENTS | 6,102,037 | 6,132,259 | 6,957,186 | 6,903,194 | (53,992) | 6,954,209 |
| NET COUNTY COST | 1,083,272 | 1,577,182 | 1,970,992 | 2,247,037 | 276,045 | 2,489,951 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 32.0 | 32.0 | 31.0 | 31.0 | | 31.0 |
| Funded FTE | 32.0 | 32.0 | 31.0 | 31.0 | | 31.0 |

Patrol Bureau (3051P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 291,452 | 261,767 | 282,000 | 282,000 | | 282,000 |
| Intergovernmental Revenues | 8,039,508 | 7,782,463 | 8,176,578 | 7,234,741 | (941,837) | 7,234,741 |
| Charges for Services | 5,022,404 | 5,042,681 | 5,547,811 | 6,217,335 | 669,524 | 6,538,527 |
| Miscellaneous Revenue | 133,485 | 250,992 | 40,800 | 60,000 | 19,200 | 60,000 |
| TOTAL SOURCES | 13,486,849 | 13,337,904 | 14,047,189 | 13,794,076 | (253,113) | 14,115,268 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 20,456,160 | 19,247,055 | 20,640,873 | 21,567,443 | 926,570 | 23,530,422 |
| Services and Supplies | 699,594 | 810,670 | 908,570 | 910,456 | 1,886 | 910,456 |
| Other Charges | 2,326,244 | 2,241,412 | 2,374,169 | 2,651,249 | 277,080 | 2,651,249 |
| Fixed Assets | 11,366 | | | | | |
| Other Financing Uses | 2,721 | | | | | |
| TOTAL REQUIREMENTS | 23,496,086 | 22,299,138 | 23,923,612 | 25,129,148 | 1,205,536 | 27,092,127 |
| NET COUNTY COST | 10,009,237 | 8,961,234 | 9,876,423 | 11,335,072 | 1,458,649 | 12,976,859 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 106.0 | 103.0 | 103.0 | 103.0 | | 103.0 |
| Funded FTE | 106.0 | 103.0 | 102.8 | 102.9 | 0.1 | 102.9 |

Investigations Bureau (3053P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 60,037 | 27,427 | 70,000 | 40,000 | (30,000) | 40,000 |
| Intergovernmental Revenues | 8,742,899 | 8,312,123 | 10,013,225 | 11,258,065 | 1,244,840 | 11,457,431 |
| Charges for Services | 136,982 | 148,658 | 151,572 | 137,181 | (14,391) | 137,181 |
| Interfund Revenue | 2,306,390 | 2,525,295 | 2,521,753 | 2,455,980 | (65,773) | 2,485,980 |
| Miscellaneous Revenue | 61,771 | 76,500 | | | | |
| TOTAL SOURCES | 11,308,079 | 11,090,004 | 12,756,550 | 13,891,226 | 1,134,676 | 14,120,592 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 10,885,492 | 11,772,937 | 12,369,670 | 13,394,134 | 1,024,464 | 14,569,217 |
| Services and Supplies | 3,522,037 | 2,858,994 | 4,565,393 | 5,669,794 | 1,104,401 | 5,669,794 |
| Other Charges | 1,225,239 | 1,429,950 | 1,581,158 | 1,632,317 | 51,159 | 1,632,317 |
| Fixed Assets | 518,443 | 101,197 | 62,000 | 80,000 | 18,000 | 80,000 |
| Gross Appropriations | 16,151,211 | 16,163,078 | 18,578,221 | 20,776,245 | 2,198,024 | 21,951,328 |
| Intrafund Transfers | (546,867) | (637,262) | (543,219) | (692,239) | (149,020) | (692,239) |
| TOTAL REQUIREMENTS | 15,604,344 | 15,525,816 | 18,035,002 | 20,084,006 | 2,049,004 | 21,259,089 |
| NET COUNTY COST | 4,296,265 | 4,435,812 | 5,278,452 | 6,192,780 | 914,328 | 7,138,497 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 81.0 | 122.0 | 70.0 | 72.0 | 2.0 | 72.0 |
| Funded FTE | 79.0 | 121.9 | 70.0 | 72.0 | 2.0 | 72.0 |

Office of Emergency Services (3055P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 6,527,297 | 2,199,186 | 4,560,391 | 4,497,728 | (62,663) | 2,789,698 |
| Charges for Services | 68,230 | 76,333 | 52,500 | 50,000 | (2,500) | 50,000 |
| Interfund Revenue | | | | 150,070 | 150,070 | 150,070 |
| Miscellaneous Revenue | 4,506 | 2,998 | | | | |
| Other Financing Sources | | | 185,000 | 500,000 | 315,000 | |
| TOTAL SOURCES | 6,600,034 | 2,278,517 | 4,797,891 | 5,197,798 | 399,907 | 2,989,768 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,130,680 | 2,273,689 | 1,962,119 | 1,771,695 | (190,424) | 1,891,180 |
| Services and Supplies | 3,022,474 | 1,339,099 | 2,941,702 | 3,753,109 | 811,407 | 1,628,045 |
| Other Charges | 1,052,871 | 1,074,485 | 786,781 | 771,556 | (15,225) | 771,556 |
| Fixed Assets | 1,553,308 | 281,809 | 542,000 | 312,736 | (229,264) | 229,770 |
| Gross Appropriations | 7,759,332 | 4,969,083 | 6,232,602 | 6,609,096 | 376,494 | 4,520,551 |
| Intrafund Transfers | (7,031) | | | | | |
| TOTAL REQUIREMENTS | 7,752,302 | 4,969,083 | 6,232,602 | 6,609,096 | 376,494 | 4,520,551 |
| NET COUNTY COST | 1,152,268 | 2,690,566 | 1,434,711 | 1,411,298 | (23,413) | 1,530,783 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 12.0 | 11.0 | 10.0 | 10.0 | | 10.0 |
| Funded FTE | 11.9 | 11.0 | 10.0 | 10.0 | | 10.0 |

Maguire Correctional Facility (3101P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 13,414,320 | 13,489,986 | 14,163,770 | 14,158,274 | (5,496) | 14,752,326 |
| Charges for Services | 936,811 | 216,151 | 128,000 | 285,000 | 157,000 | 285,000 |
| Interfund Revenue | 88,462 | | 243,821 | 245,442 | 1,621 | 245,442 |
| Miscellaneous Revenue | 166,643 | 290,140 | | | | |
| TOTAL SOURCES | 14,606,236 | 13,996,277 | 14,535,591 | 14,688,716 | 153,125 | 15,282,768 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 36,308,021 | 36,943,497 | 37,774,699 | 39,254,247 | 1,479,548 | 42,344,560 |
| Services and Supplies | 1,039,100 | 1,293,922 | 1,257,913 | 1,257,021 | (892) | 1,257,021 |
| Other Charges | 7,745,340 | 8,238,053 | 8,693,983 | 8,945,228 | 251,245 | 8,945,228 |
| Fixed Assets | 17,387 | 6,349 | | | | |
| TOTAL REQUIREMENTS | 45,109,848 | 46,481,820 | 47,726,595 | 49,456,496 | 1,729,901 | 52,546,809 |
| NET COUNTY COST | 30,503,613 | 32,485,543 | 33,191,004 | 34,767,780 | 1,576,776 | 37,264,041 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 226.0 | 226.0 | 226.0 | 222.0 | (4.0) | 222.0 |
| Funded FTE | 227.0 | 225.6 | 225.6 | 222.0 | (3.6) | 222.0 |

Custody Programs (3150P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 1,965,354 | 2,090,871 | 2,893,919 | 2,586,599 | (307,320) | 1,674,681 |
| Charges for Services | 968,075 | 977,506 | 996,150 | 1,021,150 | 25,000 | 1,021,150 |
| Miscellaneous Revenue | 51,725 | 60,047 | 20,000 | 20,000 | | 20,000 |
| TOTAL SOURCES | 2,985,154 | 3,128,424 | 3,910,069 | 3,627,749 | (282,320) | 2,715,831 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,987,603 | 7,572,208 | 7,084,834 | 7,389,824 | 304,990 | 8,028,174 |
| Services and Supplies | 230,943 | 540,971 | 1,986,302 | 2,322,622 | 336,320 | 420,704 |
| Other Charges | 1,345,898 | 1,189,757 | 1,327,638 | 1,397,414 | 69,776 | 1,397,414 |
| Fixed Assets | | 5,623 | | | | |
| Gross Appropriations | 8,564,444 | 9,308,559 | 10,398,774 | 11,109,860 | 711,086 | 9,846,292 |
| Intrafund Transfers | (130,000) | | (640,160) | (1,041,565) | (401,405) | (51,565) |
| TOTAL REQUIREMENTS | 8,434,444 | 9,308,559 | 9,758,614 | 10,068,295 | 309,681 | 9,794,727 |
| NET COUNTY COST | 5,449,290 | 6,180,135 | 5,848,545 | 6,440,546 | 592,001 | 7,078,896 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 37.0 | 37.0 | 38.0 | 38.0 | | 38.0 |
| Funded FTE | 37.0 | 37.0 | 38.0 | 38.0 | | 38.0 |

Court Security and Transportation Services (3158P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 1,439,828 | 1,416,746 | 1,468,625 | 1,468,625 | | 1,468,625 |
| Charges for Services | 78,753 | 64,995 | 25,000 | 25,000 | | 25,000 |
| Interfund Revenue | 7,599,876 | 8,011,729 | 8,983,925 | 9,530,873 | 546,948 | 10,344,575 |
| Miscellaneous Revenue | 36,756 | 19,096 | | | | |
| TOTAL SOURCES | 9,155,213 | 9,512,566 | 10,477,550 | 11,024,498 | 546,948 | 11,838,200 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 12,659,094 | 13,273,703 | 14,244,754 | 14,814,505 | 569,751 | 16,271,764 |
| Services and Supplies | 1,018,958 | 1,134,286 | 1,163,978 | 1,301,919 | 137,941 | 1,301,919 |
| Other Charges | 523,058 | 530,249 | 601,931 | 567,559 | (34,372) | 567,559 |
| Gross Appropriations | 14,201,110 | 14,938,238 | 16,010,663 | 16,683,983 | 673,320 | 18,141,242 |
| Intrafund Transfers | (46,512) | (168,401) | (146,908) | (146,908) | | (146,908) |
| TOTAL REQUIREMENTS | 14,154,598 | 14,769,837 | 15,863,755 | 16,537,075 | 673,320 | 17,994,334 |
| NET COUNTY COST | 4,999,385 | 5,257,272 | 5,386,205 | 5,512,577 | 126,372 | 6,156,134 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 75.0 | 77.0 | 73.0 | 73.0 | | 73.0 |
| Funded FTE | 74.8 | 76.5 | 73.0 | 73.0 | | 73.0 |

Probation Department (3200B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 12,139 | 42,767 | 51,300 | 54,200 | 2,900 | 54,200 |
| Intergovernmental Revenues | 30,870,506 | 30,540,502 | 30,853,165 | 27,789,551 | (3,063,614) | 28,160,674 |
| Charges for Services | 1,351,451 | 1,753,803 | 1,745,600 | 1,578,998 | (166,602) | 1,578,998 |
| Miscellaneous Revenue | 186,239 | 67,506 | 91,500 | 103,188 | 11,688 | 103,188 |
| Other Financing Sources | 230,000 | | | | | |
| Total Revenue | 32,650,336 | 32,404,578 | 32,741,565 | 29,525,937 | (3,215,628) | 29,897,060 |
| Fund Balance | 3,202,982 | 2,717,501 | 2,289,169 | 1,513,185 | (775,984) | 1,513,185 |
| TOTAL SOURCES | 35,853,318 | 35,122,079 | 35,030,734 | 31,039,122 | (3,991,612) | 31,410,245 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 50,020,250 | 51,925,112 | 53,946,451 | 52,781,959 | (1,164,492) | 56,306,963 |
| Services and Supplies | 13,164,155 | 11,700,584 | 23,610,350 | 21,692,243 | (1,918,107) | 21,692,243 |
| Other Charges | 8,236,190 | 13,390,727 | 16,267,376 | 15,780,467 | (486,909) | 15,280,467 |
| Fixed Assets | 39,790 | | 45,000 | | (45,000) | |
| Gross Appropriations | 71,460,386 | 77,016,422 | 93,869,177 | 90,254,669 | (3,614,508) | 93,279,673 |
| Intrafund Transfers | (7,397,690) | (8,405,106) | (19,910,727) | (18,213,586) | 1,697,141 | (18,213,586) |
| Net Appropriations | 64,062,696 | 68,611,317 | 73,958,450 | 72,041,083 | (1,917,367) | 75,066,087 |
| Contingencies/Dept Reserves | 419,908 | 258,910 | | | | |
| TOTAL REQUIREMENTS | 64,482,604 | 68,870,227 | 73,958,450 | 72,041,083 | (1,917,367) | 75,066,087 |
| NET COUNTY COST | 28,629,286 | 33,748,148 | 38,927,716 | 41,001,961 | 2,074,245 | 43,655,842 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 465.0 | 466.0 | 463.0 | 446.0 | (17.0) | 446.0 |
| Funded FTE | 457.6 | 459.1 | 453.6 | 439.9 | (13.7) | 439.9 |

Administrative Services (3211P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 1,414,893 | 1,136,489 | 360,046 | 329,535 | (30,511) | 329,535 |
| Charges for Services | 572 | 350 | | 150 | 150 | 150 |
| Miscellaneous Revenue | 5,240 | 4,328 | 5,000 | | (5,000) | |
| Total Revenue | 1,420,705 | 1,141,166 | 365,046 | 329,685 | (35,361) | 329,685 |
| Fund Balance | 3,202,982 | 2,717,501 | 777,963 | 632,563 | (145,400) | 632,563 |
| TOTAL SOURCES | 4,623,687 | 3,858,667 | 1,143,009 | 962,248 | (180,761) | 962,248 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 3,056,067 | 2,966,472 | 4,081,385 | 3,195,898 | (885,487) | 3,348,376 |
| Services and Supplies | 988,639 | 577,230 | 1,522,168 | 1,357,809 | (164,359) | 1,357,809 |
| Other Charges | 1,178,857 | 1,570,366 | 1,369,165 | 1,349,588 | (19,577) | 1,349,588 |
| Gross Appropriations | 5,223,563 | 5,114,068 | 6,972,718 | 5,903,295 | (1,069,423) | 6,055,773 |
| Intrafund Transfers | | (1,465,705) | (5,752,691) | (4,792,737) | 959,954 | (4,792,737) |
| Net Appropriations | 5,223,563 | 3,648,363 | 1,220,027 | 1,110,558 | (109,469) | 1,263,036 |
| Contingencies/Dept Reserves | 419,908 | 258,910 | | | | |
| TOTAL REQUIREMENTS | 5,643,471 | 3,907,273 | 1,220,027 | 1,110,558 | (109,469) | 1,263,036 |
| NET COUNTY COST | 1,019,784 | 48,606 | 77,018 | 148,310 | 71,292 | 300,788 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 21.0 | 21.0 | 21.0 | 20.0 | (1.0) | 20.0 |
| Funded FTE | 21.0 | 21.0 | 21.0 | 20.0 | (1.0) | 20.0 |

Adult Supervision and Court Services (3227P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 11,908 | 11,926 | 11,500 | 10,500 | (1,000) | 10,500 |
| Intergovernmental Revenues | 5,844,868 | 5,967,517 | 6,153,264 | 5,667,235 | (486,029) | 5,777,850 |
| Charges for Services | 869,165 | 1,095,943 | 1,070,300 | 1,054,490 | (15,810) | 1,054,490 |
| Miscellaneous Revenue | 44,468 | 25,656 | 32,000 | 75,000 | 43,000 | 75,000 |
| TOTAL SOURCES | 6,770,409 | 7,101,041 | 7,267,064 | 6,807,225 | (459,839) | 6,917,840 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 15,889,671 | 16,504,024 | 17,194,998 | 17,417,850 | 222,852 | 18,702,234 |
| Services and Supplies | 3,587,733 | 2,800,828 | 6,648,357 | 6,139,325 | (509,032) | 6,139,325 |
| Other Charges | 1,265,499 | 1,599,049 | 1,700,836 | 1,440,984 | (259,852) | 1,440,984 |
| Fixed Assets | | | 22,500 | | (22,500) | |
| Gross Appropriations | 20,742,903 | 20,903,901 | 25,566,691 | 24,998,159 | (568,532) | 26,282,543 |
| Intrafund Transfers | (3,410,898) | (1,952,556) | (5,750,950) | (5,641,993) | 108,957 | (5,641,993) |
| TOTAL REQUIREMENTS | 17,332,005 | 18,951,345 | 19,815,741 | 19,356,166 | (459,575) | 20,640,550 |
| NET COUNTY COST | 10,561,596 | 11,850,304 | 12,548,677 | 12,548,941 | 264 | 13,722,710 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 159.0 | 144.0 | 145.0 | 142.0 | (3.0) | 142.0 |
| Funded FTE | 156.4 | 142.0 | 141.9 | 139.9 | (1.9) | 139.9 |

Juvenile Supervision and Court Services (3253P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 231 | 30,841 | 39,800 | 43,700 | 3,900 | 43,700 |
| Intergovernmental Revenues | 14,975,411 | 14,109,446 | 14,050,322 | 12,652,803 | (1,397,519) | 12,773,038 |
| Charges for Services | 43,121 | 58,286 | 57,800 | 110,000 | 52,200 | 110,000 |
| Miscellaneous Revenue | 74,843 | 13,460 | 21,000 | 14,400 | (6,600) | 14,400 |
| TOTAL SOURCES | 15,093,606 | 14,212,032 | 14,168,922 | 12,820,903 | (1,348,019) | 12,941,138 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 15,452,715 | 16,263,428 | 17,393,906 | 16,739,714 | (654,192) | 18,060,058 |
| Services and Supplies | 5,940,557 | 4,510,938 | 8,757,784 | 7,751,303 | (1,006,481) | 7,751,303 |
| Other Charges | 1,627,902 | 2,267,850 | 2,714,017 | 2,497,747 | (216,270) | 2,497,747 |
| Fixed Assets | | | 22,500 | | (22,500) | |
| Gross Appropriations | 23,021,174 | 23,042,216 | 28,888,207 | 26,988,764 | (1,899,443) | 28,309,108 |
| Intrafund Transfers | (3,416,300) | (4,427,499) | (7,403,691) | (7,019,060) | 384,631 | (7,019,060) |
| TOTAL REQUIREMENTS | 19,604,874 | 18,614,717 | 21,484,516 | 19,969,704 | (1,514,812) | 21,290,048 |
| NET COUNTY COST | 4,511,268 | 4,402,685 | 7,315,594 | 7,148,801 | (166,793) | 8,348,910 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 135.0 | 151.0 | 151.0 | 141.0 | (10.0) | 141.0 |
| Funded FTE | 132.2 | 145.0 | 145.7 | 137.2 | (8.5) | 137.2 |

Institutions Services (3283P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 8,635,335 | 9,327,051 | 10,289,533 | 9,139,978 | (1,149,555) | 9,280,251 |
| Charges for Services | 438,594 | 599,224 | 617,500 | 414,358 | (203,142) | 414,358 |
| Miscellaneous Revenue | 61,688 | 24,062 | 33,500 | 13,788 | (19,712) | 13,788 |
| Other Financing Sources | 230,000 | | | | | |
| Total Revenue | 9,365,617 | 9,950,337 | 10,940,533 | 9,568,124 | (1,372,409) | 9,708,397 |
| Fund Balance | | | 1,511,206 | 880,622 | (630,584) | 880,622 |
| TOTAL SOURCES | 9,365,617 | 9,950,337 | 12,451,739 | 10,448,746 | (2,002,993) | 10,589,019 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 15,621,796 | 16,191,188 | 15,276,162 | 15,428,497 | 152,335 | 16,196,295 |
| Services and Supplies | 2,647,226 | 3,811,588 | 6,682,041 | 6,443,806 | (238,235) | 6,443,806 |
| Other Charges | 4,163,932 | 7,953,461 | 10,483,358 | 10,492,148 | 8,790 | 9,992,148 |
| Fixed Assets | 39,790 | | | | | |
| Gross Appropriations | 22,472,745 | 27,956,237 | 32,441,561 | 32,364,451 | (77,110) | 32,632,249 |
| Intrafund Transfers | (570,492) | (559,346) | (1,003,395) | (759,796) | 243,599 | (759,796) |
| TOTAL REQUIREMENTS | 21,902,253 | 27,396,892 | 31,438,166 | 31,604,655 | 166,489 | 31,872,453 |
| NET COUNTY COST | 12,536,636 | 17,446,554 | 18,986,427 | 21,155,909 | 2,169,482 | 21,283,434 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 150.0 | 150.0 | 146.0 | 143.0 | (3.0) | 143.0 |
| Funded FTE | 147.9 | 151.2 | 145.0 | 142.8 | (2.2) | 142.8 |

Coroner's Office (3300B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 11,206 | 10,917 | 11,200 | 11,200 | | 11,200 |
| Intergovernmental Revenues | 515,344 | 507,082 | 525,651 | 490,031 | (35,620) | 499,832 |
| Charges for Services | 157,813 | 171,702 | 190,000 | 208,000 | 18,000 | 217,975 |
| Miscellaneous Revenue | 12,918 | 9,999 | 7,500 | 8,500 | 1,000 | 8,500 |
| Total Revenue | 697,281 | 699,700 | 734,351 | 717,731 | (16,620) | 737,507 |
| Fund Balance | 179,676 | 169,077 | 285,590 | 285,590 | | 285,590 |
| TOTAL SOURCES | 876,957 | 868,777 | 1,019,941 | 1,003,321 | (16,620) | 1,023,097 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,741,984 | 1,806,073 | 1,858,121 | 1,897,903 | 39,782 | 1,991,724 |
| Services and Supplies | 555,075 | 563,016 | 712,645 | 689,681 | (22,964) | 670,659 |
| Other Charges | 229,400 | 239,809 | 283,682 | 287,280 | 3,598 | 287,280 |
| Fixed Assets | 50,395 | | 10,000 | | (10,000) | |
| Net Appropriations | 2,576,854 | 2,608,898 | 2,864,448 | 2,874,864 | 10,416 | 2,949,663 |
| Contingencies/Dept Reserves | 103,180 | 92,581 | 209,094 | 209,094 | | 209,094 |
| TOTAL REQUIREMENTS | 2,680,034 | 2,701,479 | 3,073,542 | 3,083,958 | 10,416 | 3,158,757 |
| NET COUNTY COST | 1,803,077 | 1,832,702 | 2,053,601 | 2,080,637 | 27,036 | 2,135,660 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 15.0 | 15.0 | 15.0 | 15.0 | | 15.0 |
| Funded FTE | 15.0 | 15.0 | 15.0 | 15.0 | | 15.0 |

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 4,460,662 | 4,712,114 | 4,894,217 | 4,760,225 | (133,992) | 4,760,225 |
| Use of Money and Property | 110,322 | 97,256 | 32,000 | 32,000 | | 32,000 |
| Intergovernmental Revenues | 38,368 | 48,382 | 39,748 | 32,504 | (7,244) | 32,504 |
| Charges for Services | 172,467 | 360,884 | 345,000 | 290,000 | (55,000) | 290,000 |
| Interfund Revenue | 940,178 | 915,000 | 915,000 | 915,000 | | 915,000 |
| Miscellaneous Revenue | 194,705 | 77,794 | 359,457 | 49,000 | (310,457) | 49,000 |
| Total Revenue | 5,916,703 | 6,211,430 | 6,585,422 | 6,078,729 | (506,693) | 6,078,729 |
| Fund Balance | 166,507 | 166,507 | 213,175 | 332,400 | 119,225 | 332,400 |
| TOTAL SOURCES | 6,083,210 | 6,377,937 | 6,798,597 | 6,411,129 | (387,468) | 6,411,129 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 5,916,703 | 6,164,763 | 6,207,892 | 6,207,892 | | 6,207,892 |
| Net Appropriations | 5,916,703 | 6,164,763 | 6,207,892 | 6,207,892 | | 6,207,892 |
| Non-General Fund Reserves | 166,507 | 213,175 | 590,705 | 203,237 | (387,468) | 203,237 |
| TOTAL REQUIREMENTS | 6,083,210 | 6,377,938 | 6,798,597 | 6,411,129 | (387,468) | 6,411,129 |

Fire Protection Services (3580B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Interfund Revenue | 5,916,688 | 6,164,763 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |
| Miscellaneous Revenue | | 573 | | | | |
| TOTAL SOURCES | 5,916,688 | 6,165,336 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,548 | 108 | 1,552 | 155 | (1,397) | 155 |
| Services and Supplies | 5,676,995 | 5,909,447 | 5,706,329 | 6,229,574 | 523,245 | 6,229,574 |
| Other Charges | 187,805 | 198,579 | 189,554 | 184,400 | (5,154) | 184,400 |
| Fixed Assets | 50,340 | 57,202 | 310,457 | | (310,457) | |
| TOTAL REQUIREMENTS | 5,916,688 | 6,165,336 | 6,207,892 | 6,414,129 | 206,237 | 6,414,129 |

County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 1,809,729 | 1,929,646 | 2,011,935 | 2,000,570 | (11,365) | 2,000,570 |
| Use of Money and Property | 53,105 | 57,576 | 35,000 | 35,000 | | 35,000 |
| Intergovernmental Revenues | 13,990 | 13,646 | 14,000 | 12,618 | (1,382) | 12,618 |
| Charges for Services | 92,183 | 92,183 | 93,000 | 93,000 | | 93,000 |
| Total Revenue | 1,969,006 | 2,093,050 | 2,153,935 | 2,141,188 | (12,747) | 2,141,188 |
| Fund Balance | 844,343 | 909,574 | 1,098,235 | 1,135,836 | 37,601 | 1,135,836 |
| TOTAL SOURCES | 2,813,349 | 3,002,624 | 3,252,170 | 3,277,024 | 24,854 | 3,277,024 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 1,903,721 | 1,864,681 | 2,041,189 | 2,178,341 | 137,152 | 2,178,341 |
| Other Charges | 53 | 68 | 199 | 190 | (9) | 190 |
| Fixed Assets | | 39,641 | 28,500 | | (28,500) | |
| Net Appropriations | 1,903,774 | 1,904,390 | 2,069,888 | 2,178,531 | 108,643 | 2,178,531 |
| Non-General Fund Reserves | 909,575 | 1,098,235 | 1,182,282 | 1,098,493 | (83,789) | 1,098,493 |
| TOTAL REQUIREMENTS | 2,813,349 | 3,002,625 | 3,252,170 | 3,277,024 | 24,854 | 3,277,024 |

Health Administration (5500B)

ALL FUNDS

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 648,183 | 649,537 | 654,910 | 234,640 | (420,270) | 234,640 |
| Charges for Services | 193,428 | 284,651 | 140,000 | 464,513 | 324,513 | 464,513 |
| Interfund Revenue | 15,668 | 19,568 | 19,568 | 19,568 | | 19,568 |
| Miscellaneous Revenue | 470,756 | 342,207 | 323,471 | 333,175 | 9,704 | 333,175 |
| Total Revenue | 1,328,035 | 1,295,963 | 1,137,949 | 1,051,896 | (86,053) | 1,051,896 |
| Fund Balance | 637,356 | 1,111,107 | 1,164,793 | 664,793 | (500,000) | 664,793 |
| TOTAL SOURCES | 1,965,391 | 2,407,070 | 2,302,742 | 1,716,689 | (586,053) | 1,716,689 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,111,590 | 2,035,793 | 2,438,772 | 2,436,784 | (1,988) | 2,591,898 |
| Services and Supplies | 1,257,485 | 3,625,003 | 1,366,043 | 1,055,410 | (310,633) | 1,055,410 |
| Other Charges | 3,155,158 | 3,448,797 | 941,546 | 1,317,625 | 376,079 | 1,162,511 |
| Gross Appropriations | 6,524,232 | 9,109,594 | 4,746,361 | 4,809,819 | 63,458 | 4,809,819 |
| Intrafund Transfers | (5,217,437) | (7,752,229) | (3,459,978) | (3,757,923) | (297,945) | (3,757,923) |
| Net Appropriations | 1,306,795 | 1,357,364 | 1,286,383 | 1,051,896 | (234,487) | 1,051,896 |
| Contingencies/Dept Reserves | 579,757 | 1,111,107 | 1,164,793 | 664,793 | (500,000) | 664,793 |
| TOTAL REQUIREMENTS | 1,886,552 | 2,468,471 | 2,451,176 | 1,716,689 | (734,487) | 1,716,689 |
| NET COUNTY COST | (78,839) | 61,401 | 148,434 | | (148,434) | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 16.0 | 18.0 | 16.0 | 15.0 | (1.0) | 15.0 |
| Funded FTE | 15.5 | 16.2 | 15.4 | 14.5 | (0.9) | 14.5 |

Health Policy and Planning (5550B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 379,477 | 822,919 | 397,000 | 75,000 | (322,000) | 75,000 |
| Charges for Services | 1,095,876 | 728,198 | 487,341 | 860,000 | 372,659 | 990,000 |
| Interfund Revenue | 12,005 | 14,934 | 20,400 | 37,000 | 16,600 | 37,000 |
| Miscellaneous Revenue | 4,761,926 | 4,259,634 | 4,377,936 | 4,180,891 | (197,045) | 4,164,835 |
| Total Revenue | 6,249,284 | 5,825,685 | 5,282,677 | 5,152,891 | (129,786) | 5,266,835 |
| Fund Balance | 23,851 | 203,048 | 260,441 | 260,441 | | 260,441 |
| TOTAL SOURCES | 6,273,135 | 6,028,733 | 5,543,118 | 5,413,332 | (129,786) | 5,527,276 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,895,588 | 3,190,748 | 3,675,777 | 3,588,048 | (87,729) | 3,809,705 |
| Services and Supplies | 9,255,547 | 9,810,706 | 8,968,992 | 8,349,577 | (619,415) | 7,761,108 |
| Other Charges | 138,750 | 121,666 | 146,436 | 160,847 | 14,411 | 159,847 |
| Gross Appropriations | 12,289,884 | 13,123,120 | 12,791,205 | 12,098,472 | (692,733) | 11,730,660 |
| Intrafund Transfers | (4,743,948) | (5,135,897) | (5,007,128) | (4,644,640) | 362,488 | (4,126,771) |
| Net Appropriations | 7,545,937 | 7,987,223 | 7,784,077 | 7,453,832 | (330,245) | 7,603,889 |
| Contingencies/Dept Reserves | 2,827 | 177,475 | 260,441 | 260,441 | | 260,441 |
| TOTAL REQUIREMENTS | 7,548,764 | 8,164,698 | 8,044,518 | 7,714,273 | (330,245) | 7,864,330 |
| NET COUNTY COST | 1,275,629 | 2,135,966 | 2,501,400 | 2,300,941 | (200,459) | 2,337,054 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 28.0 | 28.0 | 30.0 | 30.0 | | 30.0 |
| Funded FTE | 28.0 | 26.0 | 29.9 | 30.0 | | 30.0 |

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

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 1,381,251 | 1,702,795 | 1,905,749 | 1,808,547 | (97,202) | 1,852,959 |
| Use of Money and Property | 69,547 | 81,508 | 60,000 | 60,000 | | 60,000 |
| Intergovernmental Revenues | 9,277 | 9,278 | 8,537 | | (8,537) | |
| Charges for Services | 59 | | | | | |
| Miscellaneous Revenue | 338,098 | 357,532 | 325,529 | 334,066 | 8,537 | 334,066 |
| Total Revenue | 1,798,231 | 2,151,113 | 2,299,815 | 2,202,613 | (97,202) | 2,247,025 |
| Fund Balance | 1,524,942 | 2,020,905 | 2,301,485 | 2,295,198 | (6,287) | 2,483,084 |
| TOTAL SOURCES | 3,323,173 | 4,172,018 | 4,601,300 | 4,497,811 | (103,489) | 4,730,109 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 1,302,269 | 1,870,533 | 1,997,329 | 2,014,727 | 17,398 | 2,059,139 |
| Net Appropriations | 1,302,269 | 1,870,533 | 1,997,329 | 2,014,727 | 17,398 | 2,059,139 |
| Non-General Fund Reserves | 2,020,905 | 2,301,485 | 2,603,971 | 2,483,084 | (120,887) | 2,670,970 |
| TOTAL REQUIREMENTS | 3,323,174 | 4,172,018 | 4,601,300 | 4,497,811 | (103,489) | 4,730,109 |

Aging and Adult Services (5700B) General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 65,218 | 66,224 | 70,000 | 70,000 | | 87,000 |
| Use of Money and Property | 440,551 | 515,602 | 400,000 | 400,000 | | 400,000 |
| Intergovernmental Revenues | 11,576,817 | 11,563,671 | 12,140,525 | 12,273,540 | 133,015 | 12,560,521 |
| Charges for Services | 2,403,849 | 2,477,935 | 3,354,542 | 3,359,417 | 4,875 | 3,612,061 |
| Interfund Revenue | 120,249 | 142,097 | 215,642 | 218,872 | 3,230 | 218,872 |
| Miscellaneous Revenue | 302,750 | 479,005 | 719,992 | 774,445 | 54,453 | 774,445 |
| Other Financing Sources | 38,134 | | | | | |
| Total Revenue | 14,947,569 | 15,244,533 | 16,900,701 | 17,096,274 | 195,573 | 17,652,899 |
| Fund Balance | 1,329,693 | 2,037,136 | 2,477,107 | 1,833,044 | (644,063) | 1,833,044 |
| TOTAL SOURCES | 16,277,262 | 17,281,669 | 19,377,808 | 18,929,318 | (448,490) | 19,485,943 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 11,590,979 | 12,599,011 | 13,977,130 | 14,345,799 | 368,669 | 15,165,969 |
| Services and Supplies | 3,786,263 | 3,921,802 | 4,863,323 | 4,077,190 | (786,133) | 4,077,190 |
| Other Charges | 4,591,033 | 5,212,438 | 5,413,720 | 5,301,200 | (112,520) | 5,301,200 |
| Gross Appropriations | 19,968,276 | 21,733,252 | 24,254,173 | 23,724,189 | (529,984) | 24,544,359 |
| Intrafund Transfers | (1,385,966) | (1,779,423) | (1,828,685) | (1,626,707) | 201,978 | (1,626,707) |
| Net Appropriations | 18,582,310 | 19,953,829 | 22,425,488 | 22,097,482 | (328,006) | 22,917,652 |
| Contingencies/Dept Reserves | 644,713 | 1,699,524 | 1,833,044 | 1,833,044 | | 1,833,044 |
| TOTAL REQUIREMENTS | 19,227,023 | 21,653,353 | 24,258,532 | 23,930,526 | (328,006) | 24,750,696 |
| NET COUNTY COST | 2,949,761 | 4,371,683 | 4,880,724 | 5,001,208 | 120,484 | 5,264,753 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 122.0 | 125.0 | 125.0 | 125.0 | | 125.0 |
| Funded FTE | 122.0 | 124.7 | 125.0 | 125.0 | | 125.0 |

Conservatorship Program (5700P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 440,551 | 513,254 | 400,000 | 400,000 | | 400,000 |
| Charges for Services | 2,291,633 | 2,135,706 | 3,104,542 | 3,109,417 | 4,875 | 3,329,061 |
| Interfund Revenue | | 15,237 | 9,984 | 9,984 | | 9,984 |
| Miscellaneous Revenue | 158,879 | 395,157 | 411,951 | 435,000 | 23,049 | 435,000 |
| Other Financing Sources | 38,134 | | | | | |
| TOTAL SOURCES | 2,929,197 | 3,059,354 | 3,926,477 | 3,954,401 | 27,924 | 4,174,045 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 3,990,610 | 3,950,397 | 4,667,993 | 4,750,374 | 82,381 | 5,035,904 |
| Services and Supplies | 1,418,574 | 1,529,685 | 2,050,236 | 1,982,937 | (67,299) | 1,982,937 |
| Other Charges | 320,640 | 276,486 | 720,688 | 599,083 | (121,605) | 599,083 |
| Gross Appropriations | 5,729,824 | 5,756,568 | 7,438,917 | 7,332,394 | (106,523) | 7,617,924 |
| Intrafund Transfers | (1,124,603) | (1,124,603) | (1,160,803) | (1,124,603) | 36,200 | (1,124,603) |
| TOTAL REQUIREMENTS | 4,605,221 | 4,631,965 | 6,278,114 | 6,207,791 | (70,323) | 6,493,321 |
| NET COUNTY COST | 1,676,024 | 1,572,611 | 2,351,637 | 2,253,390 | (98,247) | 2,319,276 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 44.0 | 45.0 | 45.0 | 45.0 | | 45.0 |
| Funded FTE | 44.0 | 45.0 | 45.0 | 45.0 | | 45.0 |

Community-Based Programs (5720P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 65,218 | 66,224 | 70,000 | 70,000 | | 87,000 |
| Use of Money and Property | | 2,349 | | | | |
| Intergovernmental Revenues | 11,576,817 | 11,563,671 | 12,140,525 | 12,273,540 | 133,015 | 12,560,521 |
| Charges for Services | 112,216 | 342,229 | 250,000 | 250,000 | | 283,000 |
| Interfund Revenue | 120,249 | 126,859 | 205,658 | 208,888 | 3,230 | 208,888 |
| Miscellaneous Revenue | 143,871 | 83,848 | 308,041 | 339,445 | 31,404 | 339,445 |
| Total Revenue | 12,018,372 | 12,185,180 | 12,974,224 | 13,141,873 | 167,649 | 13,478,854 |
| Fund Balance | 1,329,693 | 2,037,136 | 2,477,107 | 1,833,044 | (644,063) | 1,833,044 |
| TOTAL SOURCES | 13,348,065 | 14,222,316 | 15,451,331 | 14,974,917 | (476,414) | 15,311,898 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 7,600,369 | 8,648,614 | 9,309,137 | 9,595,425 | 286,288 | 10,130,065 |
| Services and Supplies | 2,367,689 | 2,392,118 | 2,813,087 | 2,094,253 | (718,834) | 2,094,253 |
| Other Charges | 4,270,393 | 4,935,952 | 4,693,032 | 4,702,117 | 9,085 | 4,702,117 |
| Gross Appropriations | 14,238,452 | 15,976,684 | 16,815,256 | 16,391,795 | (423,461) | 16,926,435 |
| Intrafund Transfers | (261,363) | (654,820) | (667,882) | (502,104) | 165,778 | (502,104) |
| Net Appropriations | 13,977,089 | 15,321,864 | 16,147,374 | 15,889,691 | (257,683) | 16,424,331 |
| Contingencies/Dept Reserves | 644,713 | 1,699,524 | 1,833,044 | 1,833,044 | | 1,833,044 |
| TOTAL REQUIREMENTS | 14,621,802 | 17,021,388 | 17,980,418 | 17,722,735 | (257,683) | 18,257,375 |
| NET COUNTY COST | 1,273,738 | 2,799,072 | 2,529,087 | 2,747,818 | 218,731 | 2,945,477 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 78.0 | 80.0 | 80.0 | 80.0 | | 80.0 |
| Funded FTE | 78.0 | 79.7 | 80.0 | 80.0 | | 80.0 |

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 46,553 | 66,783 | | | | |
| Intergovernmental Revenues | 6,791,090 | 8,220,697 | 10,279,882 | 11,916,885 | 1,637,003 | 11,932,855 |
| Interfund Revenue | 4,622,328 | 4,688,600 | 4,487,523 | 4,487,523 | | 4,487,523 |
| Miscellaneous Revenue | 438 | 515 | | | | |
| Total Revenue | 11,460,409 | 12,976,595 | 14,767,405 | 16,404,408 | 1,637,003 | 16,420,378 |
| Fund Balance | 3,125,944 | 3,364,826 | 3,496,964 | 3,372,646 | (124,318) | 3,372,646 |
| TOTAL SOURCES | 14,586,353 | 16,341,421 | 18,264,369 | 19,777,054 | 1,512,685 | 19,793,024 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 366,227 | 433,710 | 522,328 | 540,348 | 18,020 | 556,318 |
| Services and Supplies | 2,565,877 | 2,758,766 | 3,109,984 | 3,116,338 | 6,354 | 3,116,338 |
| Other Charges | 8,289,423 | 9,651,982 | 11,135,093 | 12,747,722 | 1,612,629 | 12,747,722 |
| Net Appropriations | 11,221,527 | 12,844,458 | 14,767,405 | 16,404,408 | 1,637,003 | 16,420,378 |
| Non-General Fund Reserves | 3,364,826 | 3,496,964 | 3,496,964 | 3,372,646 | (124,318) | 3,372,646 |
| TOTAL REQUIREMENTS | 14,586,353 | 16,341,422 | 18,264,369 | 19,777,054 | 1,512,685 | 19,793,024 |

Behavioral Health and Recovery Services (6100B) General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 28,587 | 31,372 | 32,355 | 34,016 | 1,661 | 34,016 |
| Intergovernmental Revenues | 64,729,510 | 70,453,627 | 71,999,072 | 77,629,857 | 5,630,785 | 77,983,364 |
| Charges for Services | 25,003,965 | 28,122,299 | 33,077,218 | 33,901,489 | 824,271 | 35,349,179 |
| Interfund Revenue | 8,165 | 9,561 | | | | |
| Miscellaneous Revenue | 2,242,306 | 1,193,159 | 1,717,647 | 1,759,527 | 41,880 | 1,759,527 |
| Other Financing Sources | 40,224 | | | | | |
| Total Revenue | 92,052,757 | 99,810,018 | 106,826,292 | 113,324,889 | 6,498,597 | 115,126,086 |
| Fund Balance | 7,153,069 | 7,593,849 | 6,803,670 | 6,803,670 | | 6,803,670 |
| TOTAL SOURCES | 99,205,826 | 107,403,867 | 113,629,962 | 120,128,559 | 6,498,597 | 121,929,756 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 36,146,808 | 40,266,004 | 45,308,144 | 48,251,739 | 2,943,595 | 50,944,498 |
| Services and Supplies | 48,157,057 | 52,427,384 | 54,695,113 | 55,973,881 | 1,278,768 | 55,936,232 |
| Other Charges | 25,552,944 | 28,725,963 | 31,448,069 | 32,860,955 | 1,412,886 | 32,860,955 |
| Other Financing Uses | | 27,226 | | | | |
| Gross Appropriations | 109,856,809 | 121,446,577 | 131,451,326 | 137,086,575 | 5,635,249 | 139,741,685 |
| Intrafund Transfers | (2,946,990) | (3,523,458) | (4,097,158) | (2,864,414) | 1,232,744 | (2,864,414) |
| Net Appropriations | 106,909,819 | 117,923,119 | 127,354,168 | 134,222,161 | 6,867,993 | 136,877,271 |
| Contingencies/Dept Reserves | 4,910,300 | 7,456,200 | 6,522,447 | 6,522,447 | | 6,522,447 |
| TOTAL REQUIREMENTS | 111,820,119 | 125,379,319 | 133,876,615 | 140,744,608 | 6,867,993 | 143,399,718 |
| NET COUNTY COST | 12,614,293 | 17,975,452 | 20,246,653 | 20,616,049 | 369,396 | 21,469,962 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 392.0 | 412.0 | 413.0 | 413.0 | | 413.0 |
| Funded FTE | 358.6 | 387.5 | 385.7 | 391.4 | 5.7 | 391.4 |

Behavioral Health and Recovery Administration (6110P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|---------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 10,810,449 | 6,402,211 | 8,052,462 | 7,739,917 | (312,545) | 7,817,871 |
| Charges for Services | 2,707,865 | 15,244,285 | 2,850,399 | 5,520,668 | 2,670,269 | 5,720,449 |
| Interfund Revenue | 8,165 | | | | | |
| Miscellaneous Revenue | 18,528 | 45,606 | 568,172 | 45,385 | (522,787) | 45,385 |
| Other Financing Sources | 40,224 | | | | | |
| Total Revenue | 13,585,230 | 21,692,102 | 11,471,033 | 13,305,970 | 1,834,937 | 13,583,705 |
| Fund Balance | 7,015,420 | 7,456,200 | 6,666,021 | 6,666,021 | | 6,666,021 |
| TOTAL SOURCES | 20,600,650 | 29,148,302 | 18,137,054 | 19,971,991 | 1,834,937 | 20,249,726 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 4,791,738 | 5,564,383 | 6,191,485 | 6,498,965 | 307,480 | 6,842,759 |
| Services and Supplies | 4,099,203 | 4,016,347 | 5,826,447 | 5,213,891 | (612,556) | 5,213,891 |
| Other Charges | 1,031,483 | 1,581,187 | 2,716,146 | 3,303,077 | 586,931 | 3,303,077 |
| Net Appropriations | 9,922,424 | 11,161,916 | 14,734,078 | 15,015,933 | 281,855 | 15,359,727 |
| Contingencies/Dept Reserves | 4,910,300 | 7,456,200 | 6,522,447 | 6,522,447 | | 6,522,447 |
| TOTAL REQUIREMENTS | 14,832,724 | 18,618,116 | 21,256,525 | 21,538,380 | 281,855 | 21,882,174 |
| NET COUNTY COST | (5,767,926) | (10,530,185) | 3,119,471 | 1,566,389 | (1,553,082) | 1,632,448 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 46.0 | 51.0 | 53.0 | 53.0 | | 53.0 |
| Funded FTE | 42.2 | 48.1 | 50.4 | 51.5 | 1.1 | 51.5 |

Mental Health Youth Services (6130P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 10,526,654 | 14,051,818 | 18,391,535 | 22,930,953 | 4,539,418 | 23,010,723 |
| Charges for Services | 4,308,427 | 1,555,899 | 5,727,561 | 4,427,882 | (1,299,679) | 5,053,284 |
| Miscellaneous Revenue | 96,271 | 172,912 | 61,775 | 145,554 | 83,779 | 145,554 |
| TOTAL SOURCES | 14,931,353 | 15,780,629 | 24,180,871 | 27,504,389 | 3,323,518 | 28,209,561 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 14,593,732 | 15,703,310 | 17,950,422 | 19,233,681 | 1,283,259 | 20,307,374 |
| Services and Supplies | 7,288,365 | 9,471,478 | 10,791,624 | 11,946,649 | 1,155,025 | 11,946,649 |
| Other Charges | 1,554,604 | 2,070,898 | 2,632,876 | 2,308,741 | (324,135) | 2,308,741 |
| Gross Appropriations | 23,436,700 | 27,245,686 | 31,374,922 | 33,489,071 | 2,114,149 | 34,562,764 |
| Intrafund Transfers | (1,763,212) | (2,206,084) | (2,217,072) | (2,229,026) | (11,954) | (2,229,026) |
| TOTAL REQUIREMENTS | 21,673,488 | 25,039,602 | 29,157,850 | 31,260,045 | 2,102,195 | 32,333,738 |
| NET COUNTY COST | 6,742,135 | 9,258,973 | 4,976,979 | 3,755,656 | (1,221,323) | 4,124,177 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 168.0 | 169.0 | 168.0 | 168.0 | | 168.0 |
| Funded FTE | 156.5 | 161.9 | 158.1 | 161.0 | 2.9 | 161.0 |

Mental Health Adult Services (6140P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 32,047,519 | 38,585,234 | 35,418,266 | 37,628,998 | 2,210,732 | 37,822,841 |
| Charges for Services | 17,092,224 | 10,445,766 | 23,548,241 | 21,914,597 | (1,633,644) | 22,537,104 |
| Interfund Revenue | | 9,561 | | | | |
| Miscellaneous Revenue | 1,546,156 | 546,925 | 81,200 | 562,088 | 480,888 | 562,088 |
| TOTAL SOURCES | 50,685,899 | 49,587,485 | 59,047,707 | 60,105,683 | 1,057,976 | 60,922,033 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 14,381,340 | 16,213,950 | 17,886,626 | 19,042,189 | 1,155,563 | 20,110,918 |
| Services and Supplies | 34,390,970 | 36,899,388 | 36,434,170 | 37,184,653 | 750,483 | 37,184,653 |
| Other Charges | 11,122,860 | 12,097,818 | 12,557,592 | 14,020,638 | 1,463,046 | 14,020,638 |
| Other Financing Uses | | 27,226 | | | | |
| Gross Appropriations | 59,895,170 | 65,238,382 | 66,878,388 | 70,247,480 | 3,369,092 | 71,316,209 |
| Intrafund Transfers | (178,727) | (483,533) | (1,061,278) | (186,603) | 874,675 | (186,603) |
| TOTAL REQUIREMENTS | 59,716,443 | 64,754,849 | 65,817,110 | 70,060,877 | 4,243,767 | 71,129,606 |
| NET COUNTY COST | 9,030,543 | 15,167,364 | 6,769,403 | 9,955,194 | 3,185,791 | 10,207,573 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 152.0 | 160.0 | 160.0 | 160.0 | | 160.0 |
| Funded FTE | 135.6 | 147.0 | 147.0 | 148.6 | 1.6 | 148.6 |

Alcohol and Other Drug Services (6170P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 28,587 | 31,372 | 32,355 | 34,016 | 1,661 | 34,016 |
| Intergovernmental Revenues | 11,344,887 | 11,414,364 | 10,136,809 | 9,329,989 | (806,820) | 9,331,929 |
| Charges for Services | 895,450 | 876,349 | 951,017 | 2,038,342 | 1,087,325 | 2,038,342 |
| Miscellaneous Revenue | 581,350 | 427,717 | 1,006,500 | 1,006,500 | | 1,006,500 |
| Total Revenue | 12,850,275 | 12,749,802 | 12,126,681 | 12,408,847 | 282,166 | 12,410,787 |
| Fund Balance | 137,649 | 137,649 | 137,649 | 137,649 | | 137,649 |
| TOTAL SOURCES | 12,987,924 | 12,887,451 | 12,264,330 | 12,546,496 | 282,166 | 12,548,436 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,379,998 | 2,784,361 | 3,279,611 | 3,476,904 | 197,293 | 3,683,447 |
| Services and Supplies | 2,378,520 | 2,040,171 | 1,642,872 | 1,628,688 | (14,184) | 1,591,039 |
| Other Charges | 11,843,997 | 12,976,061 | 13,541,455 | 13,228,499 | (312,956) | 13,228,499 |
| Gross Appropriations | 16,602,515 | 17,800,593 | 18,463,938 | 18,334,091 | (129,847) | 18,502,985 |
| Intrafund Transfers | (1,005,050) | (833,841) | (818,808) | (448,785) | 370,023 | (448,785) |
| TOTAL REQUIREMENTS | 15,597,465 | 16,966,752 | 17,645,130 | 17,885,306 | 240,176 | 18,054,200 |
| NET COUNTY COST | 2,609,541 | 4,079,301 | 5,380,800 | 5,338,810 | (41,990) | 5,505,764 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 26.0 | 32.0 | 32.0 | 32.0 | | 32.0 |
| Funded FTE | 24.3 | 30.5 | 30.1 | 30.3 | 0.1 | 30.3 |

Community Health (6200B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,840,112 | 1,872,587 | 2,092,312 | 2,143,334 | 51,022 | 2,152,158 |
| Fines, Forfeitures and Penalties | 158,654 | 331,113 | 830,869 | 689,354 | (141,515) | 733,766 |
| Use of Money and Property | | | 75,000 | | (75,000) | |
| Intergovernmental Revenues | 19,945,649 | 19,023,400 | 18,286,503 | 18,704,183 | 417,680 | 18,762,854 |
| Charges for Services | 9,023,166 | 10,230,151 | 10,836,062 | 10,946,804 | 110,742 | 11,166,531 |
| Interfund Revenue | 496,909 | 579,471 | 455,390 | 563,390 | 108,000 | 563,390 |
| Miscellaneous Revenue | 2,017,788 | 2,398,655 | 1,249,037 | 1,378,589 | 129,552 | 1,378,589 |
| Other Financing Sources | 76,795 | 35,430 | 76,795 | 76,795 | | 76,795 |
| Total Revenue | 33,559,073 | 34,470,807 | 33,901,968 | 34,502,449 | 600,481 | 34,834,083 |
| Fund Balance | 6,543,134 | 5,319,396 | 4,660,092 | 4,153,251 | (506,841) | 4,086,701 |
| TOTAL SOURCES | 40,102,207 | 39,790,203 | 38,562,060 | 38,655,700 | 93,640 | 38,920,784 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 23,451,897 | 25,584,759 | 27,180,054 | 29,159,344 | 1,979,290 | 30,540,946 |
| Services and Supplies | 13,854,031 | 13,533,564 | 12,957,840 | 14,144,823 | 1,186,983 | 13,942,421 |
| Other Charges | 4,301,159 | 4,464,669 | 5,360,346 | 3,836,476 | (1,523,870) | 3,699,618 |
| Fixed Assets | 787,663 | 148,746 | 24,250 | 24,250 | | |
| Other Financing Uses | 74,834 | 178,877 | | | | |
| Gross Appropriations | 42,469,584 | 43,910,616 | 45,522,490 | 47,164,893 | 1,642,403 | 48,182,985 |
| Intrafund Transfers | (1,479,774) | (1,999,245) | (3,080,919) | (4,107,816) | (1,026,897) | (4,148,305) |
| Net Appropriations | 40,989,810 | 41,911,371 | 42,441,571 | 43,057,077 | 615,506 | 44,034,680 |
| Contingencies/Dept Reserves | 3,021,278 | 3,345,010 | 3,161,567 | 2,941,804 | (219,763) | 2,637,499 |
| TOTAL REQUIREMENTS | 44,011,088 | 45,256,381 | 45,603,138 | 45,998,881 | 395,743 | 46,672,179 |
| NET COUNTY COST | 3,908,881 | 5,466,177 | 7,041,078 | 7,343,181 | 302,103 | 7,751,395 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 233.0 | 236.0 | 233.0 | 232.0 | (1.0) | 232.0 |
| Funded FTE | 224.8 | 232.0 | 227.6 | 226.7 | (0.9) | 226.7 |

Community Health Administration (6210P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 4,639,656 | 4,485,452 | 4,310,693 | | (4,310,693) | |
| Charges for Services | 157,637 | 119,651 | 45,000 | 80,000 | 35,000 | 80,000 |
| Miscellaneous Revenue | 139,641 | 48,467 | 42,444 | 42,444 | | 42,444 |
| Total Revenue | 4,936,935 | 4,653,570 | 4,398,137 | 122,444 | (4,275,693) | 122,444 |
| Fund Balance | 4,189,262 | 2,565,632 | 1,643,450 | 1,423,687 | (219,763) | 1,423,687 |
| TOTAL SOURCES | 9,126,197 | 7,219,202 | 6,041,587 | 1,546,131 | (4,495,456) | 1,546,131 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,733,288 | 1,862,744 | 1,675,087 | 1,710,319 | 35,232 | 1,810,910 |
| Services and Supplies | 974,286 | 210,345 | 241,780 | 307,841 | 66,061 | 307,841 |
| Other Charges | 546,445 | 396,524 | 1,483,683 | 153,498 | (1,330,185) | 153,498 |
| Other Financing Uses | 20,437 | 178,877 | | | | |
| Gross Appropriations | 3,274,456 | 2,648,489 | 3,400,550 | 2,171,658 | (1,228,892) | 2,272,249 |
| Intrafund Transfers | (74,139) | (514,978) | (390,869) | (320,681) | 70,188 | (320,681) |
| Net Appropriations | 3,200,316 | 2,133,511 | 3,009,681 | 1,850,977 | (1,158,704) | 1,951,568 |
| Contingencies/Dept Reserves | 1,023,356 | 1,147,729 | 908,862 | 689,099 | (219,763) | 513,099 |
| TOTAL REQUIREMENTS | 4,223,672 | 3,281,240 | 3,918,543 | 2,540,076 | (1,378,467) | 2,464,667 |
| NET COUNTY COST | (4,902,525) | (3,937,961) | (2,123,044) | 993,945 | 3,116,989 | 918,536 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 114.0 | 118.0 | 13.0 | 13.0 | | 13.0 |
| Funded FTE | 110.2 | 116.7 | 13.0 | 13.0 | | 13.0 |

Public Health (6220P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 565,402 | 492,457 | 644,342 | 628,433 | (15,909) | 628,433 |
| Use of Money and Property | | | 75,000 | | (75,000) | |
| Intergovernmental Revenues | 10,479,686 | 10,725,748 | 9,539,127 | 14,437,156 | 4,898,029 | 14,437,156 |
| Charges for Services | 1,377,245 | 1,855,569 | 2,161,522 | 1,968,186 | (193,336) | 2,002,528 |
| Interfund Revenue | 496,909 | 579,471 | 455,390 | 563,390 | 108,000 | 563,390 |
| Miscellaneous Revenue | 496,825 | 430,694 | 45,825 | 10,720 | (35,105) | 10,720 |
| Total Revenue | 13,416,067 | 14,083,938 | 12,921,206 | 17,607,885 | 4,686,679 | 17,642,227 |
| Fund Balance | | | 903,097 | 830,423 | (72,674) | 830,423 |
| TOTAL SOURCES | 13,416,067 | 14,083,938 | 13,824,303 | 18,438,308 | 4,614,005 | 18,472,650 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 9,652,012 | 10,602,466 | 11,481,466 | 12,846,019 | 1,364,553 | 13,288,961 |
| Services and Supplies | 8,701,893 | 8,969,295 | 8,736,592 | 9,901,212 | 1,164,620 | 9,861,880 |
| Other Charges | 2,442,226 | 2,239,131 | 1,926,457 | 2,076,015 | 149,558 | 2,076,015 |
| Fixed Assets | 768,541 | 68,198 | | | | |
| Gross Appropriations | 21,564,671 | 21,879,089 | 22,144,515 | 24,823,246 | 2,678,731 | 25,226,856 |
| Intrafund Transfers | (854,348) | (930,480) | (2,123,761) | (3,000,574) | (876,813) | (3,041,063) |
| Net Appropriations | 20,710,323 | 20,948,609 | 20,020,754 | 21,822,672 | 1,801,918 | 22,185,793 |
| Contingencies/Dept Reserves | | | 420,114 | 420,114 | | 420,114 |
| TOTAL REQUIREMENTS | 20,710,323 | 20,948,609 | 20,440,868 | 22,242,786 | 1,801,918 | 22,605,907 |
| NET COUNTY COST | 7,294,257 | 6,864,671 | 6,616,565 | 3,804,478 | (2,812,087) | 4,133,257 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | | 100.0 | 100.0 | | 100.0 |
| Funded FTE | 4.0 | | 96.6 | 96.7 | 0.1 | 96.7 |

Chronic Disease and Injury Prevention (6230P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 185,188 | 136,604 | 150,000 | 150,000 | | 150,000 |
| Charges for Services | | | 40,000 | 21,000 | (19,000) | 21,000 |
| Miscellaneous Revenue | 349,544 | 537,488 | 300,000 | 640,000 | 340,000 | 640,000 |
| Total Revenue | 534,732 | 674,092 | 490,000 | 811,000 | 321,000 | 811,000 |
| Fund Balance | | 104,781 | 104,781 | 104,781 | | 104,781 |
| TOTAL SOURCES | 534,732 | 778,873 | 594,781 | 915,781 | 321,000 | 915,781 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 134,907 | 423,782 | 425,009 | 549,674 | 124,665 | 581,855 |
| Services and Supplies | 289,761 | 14,995 | 25,470 | 448,573 | 423,103 | 416,392 |
| Other Charges | 135,894 | 447,304 | 306,815 | 17,354 | (289,461) | 17,354 |
| Gross Appropriations | 560,562 | 886,081 | 757,294 | 1,015,601 | 258,307 | 1,015,601 |
| Intrafund Transfers | | (4,736) | (5,133) | (119,251) | (114,118) | (119,251) |
| Net Appropriations | 560,562 | 881,345 | 752,161 | 896,350 | 144,189 | 896,350 |
| Contingencies/Dept Reserves | | 104,781 | 104,781 | 104,781 | | 104,781 |
| TOTAL REQUIREMENTS | 560,562 | 986,126 | 856,942 | 1,001,131 | 144,189 | 1,001,131 |
| NET COUNTY COST | 25,830 | 207,252 | 262,161 | 85,350 | (176,811) | 85,350 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 2.0 | 4.0 | 5.0 | 5.0 | | 5.0 |
| Funded FTE | 2.0 | 4.0 | 5.0 | 5.0 | | 5.0 |

Emergency Medical Services GF (5600P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 9,345 | 5,200 | 5,500 | 5,500 | | 5,500 |
| Fines, Forfeitures and Penalties | 50,405 | 178,230 | 670,869 | 579,354 | (91,515) | 623,766 |
| Intergovernmental Revenues | 566,695 | 83,345 | 200,000 | | (200,000) | |
| Charges for Services | | | | 40,500 | 40,500 | 40,500 |
| Miscellaneous Revenue | 749,275 | 1,119,320 | 615,568 | 440,225 | (175,343) | 440,225 |
| TOTAL SOURCES | 1,375,720 | 1,386,095 | 1,491,937 | 1,065,579 | (426,358) | 1,109,991 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 641,098 | 786,867 | 845,497 | 833,631 | (11,866) | 878,043 |
| Services and Supplies | 1,198,774 | 1,074,760 | 1,076,225 | 799,856 | (276,369) | 799,856 |
| Other Charges | 59,666 | 81,813 | 109,112 | 78,574 | (30,538) | 78,574 |
| Fixed Assets | 19,122 | | | | | |
| Gross Appropriations | 1,918,660 | 1,943,440 | 2,030,834 | 1,712,061 | (318,773) | 1,756,473 |
| Intrafund Transfers | (551,235) | (549,051) | (538,897) | (646,482) | (107,585) | (646,482) |
| TOTAL REQUIREMENTS | 1,367,425 | 1,394,390 | 1,491,937 | 1,065,579 | (426,358) | 1,109,991 |
| NET COUNTY COST | (8,295) | 8,295 | | | | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 6.0 | 6.0 | 6.0 | 5.0 | (1.0) | 5.0 |
| Funded FTE | 6.0 | 6.0 | 6.0 | 5.0 | (1.0) | 5.0 |

Environmental Health Services (5900P) General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 844,324 | 877,023 | 970,570 | 979,121 | 8,551 | 987,945 |
| Fines, Forfeitures and Penalties | 92,408 | 97,085 | 160,000 | 110,000 | (50,000) | 110,000 |
| Intergovernmental Revenues | 2,060,396 | 1,252,719 | 1,881,858 | 1,888,025 | 6,167 | 1,946,696 |
| Charges for Services | 7,349,182 | 8,112,026 | 8,422,840 | 8,690,418 | 267,578 | 8,875,803 |
| Miscellaneous Revenue | 270,325 | 242,123 | 245,000 | 245,000 | | 245,000 |
| Other Financing Sources | 76,795 | 35,430 | 76,795 | 76,795 | | 76,795 |
| Total Revenue | 10,693,430 | 10,616,406 | 11,757,063 | 11,989,359 | 232,296 | 12,242,239 |
| Fund Balance | 2,272,488 | 2,412,188 | 1,623,810 | 1,598,810 | (25,000) | 1,598,810 |
| TOTAL SOURCES | 12,965,918 | 13,028,594 | 13,380,873 | 13,588,169 | 207,296 | 13,841,049 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 8,331,438 | 8,708,300 | 9,355,606 | 9,721,574 | 365,968 | 10,280,005 |
| Services and Supplies | 2,629,722 | 3,076,579 | 2,584,285 | 2,534,643 | (49,642) | 2,468,304 |
| Other Charges | 687,806 | 669,934 | 895,037 | 928,930 | 33,893 | 898,930 |
| Fixed Assets | | 73,442 | 24,250 | 24,250 | | |
| Other Financing Uses | 54,397 | | | | | |
| Gross Appropriations | 11,703,363 | 12,528,256 | 12,859,178 | 13,209,397 | 350,219 | 13,647,239 |
| Intrafund Transfers | (52) | | (22,259) | (20,828) | 1,431 | (20,828) |
| Net Appropriations | 11,703,312 | 12,528,256 | 12,836,919 | 13,188,569 | 351,650 | 13,626,411 |
| Contingencies/Dept Reserves | 1,961,739 | 2,056,317 | 1,598,810 | 1,598,810 | | 1,492,068 |
| TOTAL REQUIREMENTS | 13,665,051 | 14,584,573 | 14,435,729 | 14,787,379 | 351,650 | 15,118,479 |
| NET COUNTY COST | 699,133 | 1,555,979 | 1,054,856 | 1,199,210 | 144,354 | 1,277,430 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 76.0 | 77.0 | 77.0 | 77.0 | | 77.0 |
| Funded FTE | 75.5 | 76.6 | 76.7 | 76.6 | (0.1) | 76.6 |

Agricultural Commissioner/Sealer (6500P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 421,041 | 497,908 | 471,900 | 530,280 | 58,380 | 530,280 |
| Fines, Forfeitures and Penalties | 15,841 | 55,798 | | | | |
| Intergovernmental Revenues | 2,014,028 | 2,339,531 | 2,204,825 | 2,229,002 | 24,177 | 2,229,002 |
| Charges for Services | 139,101 | 142,905 | 166,700 | 146,700 | (20,000) | 146,700 |
| Miscellaneous Revenue | 12,177 | 20,564 | 200 | 200 | | 200 |
| Total Revenue | 2,602,189 | 3,056,707 | 2,843,625 | 2,906,182 | 62,557 | 2,906,182 |
| Fund Balance | 81,384 | 236,795 | 384,954 | 195,550 | (189,404) | 129,000 |
| TOTAL SOURCES | 2,683,573 | 3,293,502 | 3,228,579 | 3,101,732 | (126,847) | 3,035,182 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,959,154 | 3,200,601 | 3,397,389 | 3,498,127 | 100,738 | 3,701,172 |
| Services and Supplies | 59,595 | 187,589 | 293,488 | 152,698 | (140,790) | 88,148 |
| Other Charges | 429,122 | 629,963 | 639,242 | 582,105 | (57,137) | 475,247 |
| Fixed Assets | | 7,107 | | | | |
| Net Appropriations | 3,447,871 | 4,025,260 | 4,330,119 | 4,232,930 | (97,189) | 4,264,567 |
| Contingencies/Dept Reserves | 36,183 | 36,183 | 129,000 | 129,000 | | 107,437 |
| TOTAL REQUIREMENTS | 3,484,054 | 4,061,443 | 4,459,119 | 4,361,930 | (97,189) | 4,372,004 |
| NET COUNTY COST | 800,481 | 767,941 | 1,230,540 | 1,260,198 | 29,658 | 1,336,822 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 31.0 | 31.0 | 32.0 | 32.0 | | 32.0 |
| Funded FTE | 27.2 | 28.7 | 30.4 | 30.4 | | 30.4 |

Family Health Services (6240B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | | | 4,000 | | (4,000) | |
| Intergovernmental Revenues | 10,444,287 | 11,421,620 | 11,205,398 | 11,298,777 | 93,379 | 11,572,767 |
| Charges for Services | 2,627,426 | 2,625,139 | 2,984,920 | 2,911,336 | (73,584) | 3,411,336 |
| Miscellaneous Revenue | 2,603,243 | 2,501,402 | 1,341,206 | 1,208,131 | (133,075) | 1,208,131 |
| Total Revenue | 15,674,956 | 16,548,161 | 15,535,524 | 15,418,244 | (117,280) | 16,192,234 |
| Fund Balance | 40,908 | 1,774,506 | 1,583,544 | 1,921,576 | 338,032 | 1,921,576 |
| TOTAL SOURCES | 15,715,864 | 18,322,667 | 17,119,068 | 17,339,820 | 220,752 | 18,113,810 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 16,249,011 | 17,607,929 | 19,324,174 | 20,343,180 | 1,019,006 | 21,478,537 |
| Services and Supplies | 3,781,354 | 6,085,201 | 3,058,039 | 2,637,146 | (420,893) | 2,637,146 |
| Other Charges | 1,398,276 | 1,676,997 | 2,452,633 | 2,448,007 | (4,626) | 2,448,007 |
| Gross Appropriations | 21,428,641 | 25,370,127 | 24,834,846 | 25,428,333 | 593,487 | 26,563,690 |
| Intrafund Transfers | (328,549) | (1,488,094) | (592,923) | (783,351) | (190,428) | (783,351) |
| Net Appropriations | 21,100,092 | 23,882,033 | 24,241,923 | 24,644,982 | 403,059 | 25,780,339 |
| Contingencies/Dept Reserves | 39,991 | 253,991 | 298,892 | 518,655 | 219,763 | 518,655 |
| TOTAL REQUIREMENTS | 21,140,083 | 24,136,024 | 24,540,815 | 25,163,637 | 622,822 | 26,298,994 |
| NET COUNTY COST | 5,424,219 | 5,813,357 | 7,421,747 | 7,823,817 | 402,070 | 8,185,184 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 175.0 | 180.0 | 174.0 | 176.0 | 2.0 | 176.0 |
| Funded FTE | 162.6 | 167.6 | 166.0 | 165.5 | (0.5) | 165.5 |

Correctional Health Services (6300B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 364,028 | 367,544 | 375,534 | 375,534 | | 375,534 |
| Charges for Services | 1,055 | 1,604 | 1,100 | 1,100 | | 1,100 |
| Interfund Revenue | 406,346 | 426,663 | 426,663 | 447,218 | 20,555 | 447,218 |
| Miscellaneous Revenue | 33,520 | 44,506 | 24,173 | 24,162 | (11) | 24,162 |
| Total Revenue | 804,949 | 840,318 | 827,470 | 848,014 | 20,544 | 848,014 |
| Fund Balance | 315,013 | 758,124 | 602,850 | 602,861 | 11 | 459,608 |
| TOTAL SOURCES | 1,119,962 | 1,598,442 | 1,430,320 | 1,450,875 | 20,555 | 1,307,622 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 9,751,210 | 11,052,028 | 11,689,554 | 11,642,869 | (46,685) | 12,265,937 |
| Services and Supplies | 5,301,573 | 6,048,038 | 5,968,543 | 5,801,353 | (167,190) | 5,801,353 |
| Other Charges | 669,734 | 647,670 | 610,108 | 629,270 | 19,162 | 629,270 |
| Fixed Assets | 132,523 | | 11,000 | | (11,000) | |
| Gross Appropriations | 15,855,040 | 17,747,736 | 18,279,205 | 18,073,492 | (205,713) | 18,696,560 |
| Intrafund Transfers | (9,176,063) | (9,828,458) | (9,979,905) | (9,673,674) | 306,231 | (9,903,286) |
| Net Appropriations | 6,678,976 | 7,919,279 | 8,299,300 | 8,399,818 | 100,518 | 8,793,274 |
| Contingencies/Dept Reserves | 92,000 | 68,307 | 193,597 | 193,597 | | |
| TOTAL REQUIREMENTS | 6,770,976 | 7,987,586 | 8,492,897 | 8,593,415 | 100,518 | 8,793,274 |
| NET COUNTY COST | 5,651,014 | 6,389,144 | 7,062,577 | 7,142,540 | 79,963 | 7,485,652 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 97.0 | 101.0 | 103.0 | 98.0 | (5.0) | 98.0 |
| Funded FTE | 90.2 | 96.0 | 98.0 | 92.7 | (5.3) | 92.7 |

IHSS Public Authority GF (6900B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| REQUIREMENTS | | | | | | |
| Other Charges | 4,487,523 | 4,487,523 | 4,487,523 | 4,487,523 | | 4,487,523 |
| TOTAL REQUIREMENTS | 4,487,523 | 4,487,523 | 4,487,523 | 4,487,523 | | 4,487,523 |
| NET COUNTY COST | 4,487,523 | 4,487,523 | 4,487,523 | 4,487,523 | | 4,487,523 |

San Mateo Medical Center (6600D)
 Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 5 | 23,185 | 40,023 | 44,586 | 4,563 | 44,586 |
| Use of Money and Property | 3,872 | 21,554 | 3,016 | 688 | (2,328) | 688 |
| Intergovernmental Revenues | 39,970,861 | 40,110,997 | 48,474,188 | 47,214,704 | (1,259,484) | 47,214,704 |
| Charges for Services | 110,292,051 | 106,728,524 | 160,600,342 | 149,844,642 | (10,755,700) | 156,000,748 |
| Interfund Revenue | 4,230,823 | 19,533,783 | 18,557,767 | 14,702,526 | (3,855,241) | 10,302,526 |
| Miscellaneous Revenue | 7,175,173 | 5,376,144 | 6,241,417 | 6,518,310 | 276,893 | 6,518,310 |
| Other Financing Sources | 54,652,211 | 55,064,753 | 19,064,754 | 35,673,534 | 16,608,780 | 35,673,534 |
| TOTAL SOURCES | 216,324,996 | 226,858,941 | 252,981,507 | 253,998,990 | 1,017,483 | 255,755,096 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 126,534,173 | 134,973,714 | 142,565,165 | 145,997,218 | 3,432,053 | 147,753,324 |
| Services and Supplies | 56,718,885 | 57,861,836 | 63,607,725 | 64,622,912 | 1,015,187 | 64,622,912 |
| Other Charges | 23,165,678 | 23,975,546 | 36,821,468 | 33,416,710 | (3,404,758) | 33,416,710 |
| Fixed Assets | 15,669 | 55,399 | 25,000 | | (25,000) | |
| Other Financing Uses | 9,890,591 | 9,992,446 | 9,962,149 | 9,962,150 | 1 | 9,962,150 |
| TOTAL REQUIREMENTS | 216,324,996 | 226,858,941 | 252,981,507 | 253,998,990 | 1,017,483 | 255,755,096 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 1,314.0 | 1,367.0 | 1,347.0 | 1,285.0 | (62.0) | 1,285.0 |
| Funded FTE | 1,180.3 | 1,232.8 | 1,215.1 | 1,162.3 | (52.8) | 1,162.3 |

Administrative and Quality Mangement (6601B)
Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|---------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 4 | 2 | | | | |
| Use of Money and Property | 3,872 | 21,554 | 3,016 | 688 | (2,328) | 688 |
| Intergovernmental Revenues | 38,415,509 | 34,025,668 | 38,482,678 | 35,688,576 | (2,794,102) | 35,688,576 |
| Charges for Services | (198,464,242) | (213,808,830) | (211,204,090) | (174,150,507) | 37,053,583 | (167,994,401) |
| Interfund Revenue | 3,117,018 | 18,139,196 | 17,580,877 | 13,610,493 | (3,970,384) | 9,210,493 |
| Miscellaneous Revenue | 3,662,175 | 2,034,083 | 836,500 | 2,459,047 | 1,622,547 | 2,459,047 |
| Other Financing Sources | 54,592,885 | 55,064,753 | 19,064,754 | 35,673,534 | 16,608,780 | 35,673,534 |
| TOTAL SOURCES | (98,672,780) | (104,523,574) | (135,236,265) | (86,718,169) | 48,518,096 | (84,962,063) |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 17,520,318 | 17,908,476 | 20,287,418 | 20,954,635 | 667,217 | 21,118,577 |
| Services and Supplies | 19,506,364 | 20,703,490 | 21,092,651 | 20,831,697 | (260,954) | 20,831,697 |
| Other Charges | 13,468,038 | 13,842,320 | 26,254,768 | 22,247,374 | (4,007,394) | 22,247,374 |
| Fixed Assets | | | 25,000 | | (25,000) | |
| Other Financing Uses | 9,890,591 | 9,992,446 | 9,962,149 | 9,962,150 | 1 | 9,962,150 |
| TOTAL REQUIREMENTS | 60,385,311 | 62,446,732 | 77,621,986 | 73,995,856 | (3,626,130) | 74,159,798 |
| NET COUNTY COST | 159,058,091 | 166,970,306 | 212,858,251 | 160,714,025 | (52,144,226) | 159,121,861 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 193.0 | 204.0 | 172.0 | 168.0 | (4.0) | 168.0 |
| Funded FTE | 191.4 | 203.5 | 170.6 | 167.6 | (3.0) | 167.6 |

Patient Care Services (6610B)
Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|---------------------|---------------------|---------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 86,726,556 | 103,109,211 | 116,128,465 | 93,563,737 | (22,564,728) | 93,563,737 |
| Miscellaneous Revenue | 164,253 | 172,829 | 707,025 | 446,586 | (260,439) | 446,586 |
| Other Financing Sources | (40,754) | | | | | |
| TOTAL SOURCES | 86,850,055 | 103,282,040 | 116,835,490 | 94,010,323 | (22,825,167) | 94,010,323 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 20,949,455 | 24,182,780 | 24,803,291 | 24,590,477 | (212,814) | 24,520,260 |
| Services and Supplies | 11,012,133 | 11,071,865 | 11,084,331 | 10,983,364 | (100,967) | 10,983,364 |
| Other Charges | 507,572 | 509,311 | 502,070 | 517,592 | 15,522 | 517,592 |
| TOTAL REQUIREMENTS | 32,469,160 | 35,763,955 | 36,389,692 | 36,091,433 | (298,259) | 36,021,216 |
| NET COUNTY COST | (54,380,895) | (67,518,085) | (80,445,798) | (57,918,890) | 22,526,908 | (57,989,107) |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 187.0 | 179.0 | 180.0 | 175.0 | (5.0) | 175.0 |
| Funded FTE | 168.6 | 154.9 | 156.5 | 152.0 | (4.5) | 152.0 |

Psychiatry Services (6620B)
Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|---------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 19,857,715 | 20,478,762 | 25,251,230 | 20,288,279 | (4,962,951) | 20,288,279 |
| Miscellaneous Revenue | 116,733 | 174,897 | 87,826 | 61,270 | (26,556) | 61,270 |
| TOTAL SOURCES | 19,974,448 | 20,653,659 | 25,339,056 | 20,349,549 | (4,989,507) | 20,349,549 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 10,146,452 | 10,966,604 | 11,449,894 | 11,682,280 | 232,386 | 11,377,079 |
| Services and Supplies | 1,115,286 | 1,051,528 | 993,323 | 1,057,427 | 64,104 | 1,057,427 |
| Other Charges | 63,419 | 51,111 | 60,746 | 61,146 | 400 | 61,146 |
| TOTAL REQUIREMENTS | 11,325,157 | 12,069,243 | 12,503,963 | 12,800,853 | 296,890 | 12,495,652 |
| NET COUNTY COST | (8,649,291) | (8,584,416) | (12,835,093) | (7,548,696) | 5,286,397 | (7,853,897) |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 81.0 | 82.0 | 82.0 | 77.0 | (5.0) | 77.0 |
| Funded FTE | 64.2 | 66.4 | 67.9 | 65.3 | (2.6) | 65.3 |

Ancillary and Support Services (6640B)
Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|---------------------|---------------------|---------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | (37) | 23,141 | 40,023 | 44,586 | 4,563 | 44,586 |
| Charges for Services | 77,725,321 | 75,364,643 | 86,366,335 | 74,322,361 | (12,043,974) | 74,322,361 |
| Interfund Revenue | 272,193 | 325,911 | | 5,500 | 5,500 | 5,500 |
| Miscellaneous Revenue | 2,748,192 | 2,317,407 | 3,768,452 | 2,807,053 | (961,399) | 2,807,053 |
| Other Financing Sources | 100,080 | | | | | |
| TOTAL SOURCES | 80,845,750 | 78,031,102 | 90,174,810 | 77,179,500 | (12,995,310) | 77,179,500 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 23,799,314 | 24,506,135 | 24,422,081 | 23,847,919 | (574,162) | 24,211,190 |
| Services and Supplies | 19,358,866 | 19,611,296 | 21,990,039 | 21,013,129 | (976,910) | 21,013,129 |
| Other Charges | 5,100,189 | 5,425,691 | 5,556,081 | 5,636,930 | 80,849 | 5,636,930 |
| Fixed Assets | 15,669 | | | | | |
| TOTAL REQUIREMENTS | 48,274,038 | 49,543,121 | 51,968,201 | 50,497,978 | (1,470,223) | 50,861,249 |
| NET COUNTY COST | (32,571,712) | (28,487,981) | (38,206,609) | (26,681,522) | 11,525,087 | (26,318,251) |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 245.0 | 237.0 | 255.0 | 247.0 | (8.0) | 247.0 |
| Funded FTE | 240.0 | 232.3 | 252.6 | 241.2 | (11.4) | 241.2 |

Long-Term Care Services (6680B)
Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|---------------------|---------------------|---------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 70,546,676 | 68,146,333 | 78,743,820 | 69,878,901 | (8,864,919) | 69,878,901 |
| Miscellaneous Revenue | 104,762 | 182,964 | 74,403 | 118,341 | 43,938 | 118,341 |
| TOTAL SOURCES | 70,651,437 | 68,329,297 | 78,818,223 | 69,997,242 | (8,820,981) | 69,997,242 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 23,986,979 | 24,447,733 | 23,153,902 | 24,028,970 | 875,068 | 24,561,120 |
| Services and Supplies | 2,687,447 | 2,034,273 | 1,649,915 | 1,756,122 | 106,207 | 1,756,122 |
| Other Charges | 2,646,765 | 2,706,005 | 2,865,183 | 3,006,976 | 141,793 | 3,006,976 |
| TOTAL REQUIREMENTS | 29,321,191 | 29,188,011 | 27,669,000 | 28,792,068 | 1,123,068 | 29,324,218 |
| NET COUNTY COST | (41,330,246) | (39,141,286) | (51,149,223) | (41,205,174) | 9,944,049 | (40,673,024) |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 291.0 | 272.0 | 272.0 | 267.0 | (5.0) | 267.0 |
| Funded FTE | 227.6 | 219.6 | 215.4 | 213.6 | (1.8) | 213.6 |

Ambulatory Services (6850B)
Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|---------------------|---------------------|---------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 38 | 43 | | | | |
| Intergovernmental Revenues | 1,555,352 | 6,085,329 | 9,991,510 | 11,526,128 | 1,534,618 | 11,526,128 |
| Charges for Services | 53,900,027 | 53,438,406 | 65,314,582 | 65,941,871 | 627,289 | 65,941,871 |
| Interfund Revenue | 841,612 | 1,068,676 | 976,890 | 1,086,533 | 109,643 | 1,086,533 |
| Miscellaneous Revenue | 379,058 | 493,963 | 767,211 | 626,013 | (141,198) | 626,013 |
| TOTAL SOURCES | 56,676,087 | 61,086,417 | 77,050,193 | 79,180,545 | 2,130,352 | 79,180,545 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 30,131,655 | 32,961,987 | 38,448,579 | 40,892,937 | 2,444,358 | 41,965,098 |
| Services and Supplies | 3,038,789 | 3,389,384 | 6,797,466 | 8,981,173 | 2,183,707 | 8,981,173 |
| Other Charges | 1,379,694 | 1,441,109 | 1,582,620 | 1,946,692 | 364,072 | 1,946,692 |
| Fixed Assets | | 55,399 | | | | |
| TOTAL REQUIREMENTS | 34,550,139 | 37,847,879 | 46,828,665 | 51,820,802 | 4,992,137 | 52,892,963 |
| NET COUNTY COST | (22,125,948) | (23,238,538) | (30,221,528) | (27,359,743) | 2,861,785 | (26,287,582) |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 317.0 | 393.0 | 386.0 | 351.0 | (35.0) | 351.0 |
| Funded FTE | 288.5 | 356.2 | 352.1 | 322.5 | (29.6) | 322.5 |

Medical Center Capital Purchases (6750D)
 Medical Center Enterprise Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | | | 800,000 | 800,000 | | 800,000 |
| Interfund Revenue | | 18,510 | | 171,000 | 171,000 | 171,000 |
| Miscellaneous Revenue | 3,458,450 | 1,253,774 | 2,900,000 | 2,200,000 | (700,000) | 2,200,000 |
| Other Financing Sources | | 658,800 | 681,582 | 943,000 | 261,418 | 943,000 |
| TOTAL SOURCES | 3,458,450 | 1,931,084 | 4,381,582 | 4,114,000 | (267,582) | 4,114,000 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 14,026 | 325,382 | | | | |
| Fixed Assets | 3,338,999 | 1,588,830 | 3,700,000 | 4,114,000 | 414,000 | 4,114,000 |
| Other Financing Uses | 54,613 | 16,873 | 962,582 | | (962,582) | |
| Gross Appropriations | 3,407,637 | 1,931,084 | 4,662,582 | 4,114,000 | (548,582) | 4,114,000 |
| Intrafund Transfers | | | (281,000) | | 281,000 | |
| Net Appropriations | 3,407,637 | 1,931,084 | 4,381,582 | 4,114,000 | (267,582) | 4,114,000 |
| Contingencies/Dept Reserves | 50,813 | | | | | |
| TOTAL REQUIREMENTS | 3,458,450 | 1,931,084 | 4,381,582 | 4,114,000 | (267,582) | 4,114,000 |

Contributions to Medical Center (5850D)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 12,355,599 | 12,482,625 | 12,755,011 | 11,479,500 | (1,275,511) | 11,479,500 |
| Miscellaneous Revenue | 6,870,315 | 7,021,850 | 7,368,814 | 7,489,517 | 120,703 | 7,489,517 |
| TOTAL SOURCES | 19,225,914 | 19,504,475 | 20,123,825 | 18,969,017 | (1,154,808) | 18,969,017 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 15,780,490 | 13,653,946 | 59,000,000 | 38,441,591 | (20,558,409) | 34,041,591 |
| Other Charges | 2,281,715 | 8,557,803 | | | | |
| Other Financing Uses | 54,505,877 | 55,064,753 | 22,109,653 | 38,374,409 | 16,264,756 | 38,374,409 |
| TOTAL REQUIREMENTS | 72,568,082 | 77,276,502 | 81,109,653 | 76,816,000 | (4,293,653) | 72,416,000 |
| NET COUNTY COST | 53,342,168 | 57,772,027 | 60,985,828 | 57,846,983 | (3,138,845) | 53,446,983 |

Human Resources Department (1700B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 40,000 | | | | | |
| Charges for Services | 68,621 | 125,489 | 313,160 | 328,160 | 15,000 | 328,160 |
| Interfund Revenue | 3,025,509 | 3,306,884 | 3,913,041 | 4,488,940 | 575,899 | 4,628,155 |
| Miscellaneous Revenue | 6,661 | 6,688 | 6,000 | 125,260 | 119,260 | 32,100 |
| Total Revenue | 3,140,791 | 3,439,061 | 4,232,201 | 4,942,360 | 710,159 | 4,988,415 |
| Fund Balance | 1,001,731 | 1,063,321 | 939,868 | 783,332 | (156,536) | 713,332 |
| TOTAL SOURCES | 4,142,522 | 4,502,382 | 5,172,069 | 5,725,692 | 553,623 | 5,701,747 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,016,905 | 6,412,193 | 7,053,685 | 7,653,963 | 600,278 | 7,898,863 |
| Services and Supplies | 1,466,216 | 1,669,976 | 2,046,897 | 1,990,048 | (56,849) | 1,960,048 |
| Other Charges | 649,202 | 755,304 | 486,075 | 532,585 | 46,510 | 543,237 |
| Fixed Assets | | 8,435 | 3,731 | 10,000 | 6,269 | |
| Gross Appropriations | 8,132,323 | 8,845,908 | 9,590,388 | 10,186,596 | 596,208 | 10,402,148 |
| Intrafund Transfers | (1,167,118) | (1,240,789) | (1,363,598) | (1,348,465) | 15,133 | (1,348,465) |
| Net Appropriations | 6,965,205 | 7,605,119 | 8,226,790 | 8,838,131 | 611,341 | 9,053,683 |
| Contingencies/Dept Reserves | 631,281 | 607,622 | 579,841 | 569,841 | (10,000) | 569,841 |
| TOTAL REQUIREMENTS | 7,596,486 | 8,212,741 | 8,806,631 | 9,407,972 | 601,341 | 9,623,524 |
| NET COUNTY COST | 3,453,964 | 3,710,359 | 3,634,562 | 3,682,280 | 47,718 | 3,921,777 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 65.0 | 57.0 | 59.0 | 59.0 | | 59.0 |
| Funded FTE | 56.4 | 53.1 | 56.5 | 56.1 | (0.4) | 56.1 |

Department of Child Support Services (2600B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 10,998,958 | 11,026,033 | 10,896,949 | 11,166,466 | 269,517 | 11,166,466 |
| Miscellaneous Revenue | | | 500,000 | 500,000 | | 945,068 |
| TOTAL SOURCES | 10,998,958 | 11,026,033 | 11,396,949 | 11,666,466 | 269,517 | 12,111,534 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 8,758,590 | 8,561,142 | 9,800,190 | 10,038,623 | 238,433 | 10,670,279 |
| Services and Supplies | 633,029 | 1,031,284 | 544,419 | 498,650 | (45,769) | 498,650 |
| Other Charges | 1,607,339 | 1,409,334 | 1,302,340 | 1,379,193 | 76,853 | 1,421,882 |
| Fixed Assets | | 24,274 | | | | |
| Gross Appropriations | 10,998,958 | 11,026,033 | 11,646,949 | 11,916,466 | 269,517 | 12,590,811 |
| Intrafund Transfers | | | (250,000) | (250,000) | | (479,277) |
| TOTAL REQUIREMENTS | 10,998,958 | 11,026,033 | 11,396,949 | 11,666,466 | 269,517 | 12,111,534 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 102.0 | 98.0 | 98.0 | 92.0 | (6.0) | 92.0 |
| Funded FTE | 100.8 | 96.7 | 97.2 | 91.0 | (6.1) | 91.0 |

Human Services Agency (7000D)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 131,592,593 | 132,879,551 | 161,970,930 | 159,321,919 | (2,649,011) | 163,833,493 |
| Charges for Services | 1,275,950 | 1,073,317 | 1,533,000 | 1,105,000 | (428,000) | 1,105,000 |
| Interfund Revenue | 30,039 | 31,731 | | | | |
| Miscellaneous Revenue | 2,583,537 | 2,206,751 | 1,468,140 | 1,353,136 | (115,004) | 1,353,136 |
| Total Revenue | 135,482,119 | 136,191,349 | 164,972,070 | 161,780,055 | (3,192,015) | 166,291,629 |
| Fund Balance | 6,594,706 | 10,965,913 | 12,083,584 | 8,064,173 | (4,019,411) | 7,185,493 |
| TOTAL SOURCES | 142,076,825 | 147,157,262 | 177,055,654 | 169,844,228 | (7,211,426) | 173,477,122 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 74,127,494 | 78,825,254 | 91,917,047 | 92,274,952 | 357,905 | 97,487,392 |
| Services and Supplies | 41,059,627 | 43,922,155 | 56,898,594 | 53,944,682 | (2,953,912) | 54,422,857 |
| Other Charges | 59,815,380 | 60,124,158 | 72,835,298 | 73,466,715 | 631,417 | 73,466,715 |
| Fixed Assets | 362,466 | 611,880 | 492,000 | 478,000 | (14,000) | |
| Other Financing Uses | 1,311,738 | 318,406 | 333,865 | 334,475 | 610 | 334,475 |
| Gross Appropriations | 176,676,704 | 183,801,853 | 222,476,804 | 220,498,824 | (1,977,980) | 225,711,439 |
| Intrafund Transfers | (21,447,842) | (23,626,224) | (28,706,526) | (29,411,952) | (705,426) | (29,809,823) |
| Net Appropriations | 155,228,862 | 160,175,629 | 193,770,278 | 191,086,872 | (2,683,406) | 195,901,616 |
| Contingencies/Dept Reserves | 4,627,320 | 8,289,902 | 10,194,929 | 7,185,493 | (3,009,436) | 7,185,493 |
| TOTAL REQUIREMENTS | 159,856,182 | 168,465,531 | 203,965,207 | 198,272,365 | (5,692,842) | 203,087,109 |
| NET COUNTY COST | 17,779,357 | 21,308,269 | 26,909,553 | 28,428,137 | 1,518,584 | 29,609,987 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 820.0 | 852.0 | 856.0 | 840.0 | (16.0) | 840.0 |
| Funded FTE | 805.0 | 845.7 | 853.0 | 835.3 | (17.7) | 835.3 |

Program Support (7010B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 1,723,386 | 1,762,905 | 1,248,879 | 1,416,297 | 167,418 | 1,416,297 |
| Miscellaneous Revenue | 87,699 | 45,187 | | | | |
| Total Revenue | 1,811,085 | 1,808,092 | 1,248,879 | 1,416,297 | 167,418 | 1,416,297 |
| Fund Balance | 3,860,830 | 7,466,728 | 9,271,755 | 6,262,319 | (3,009,436) | 6,262,319 |
| TOTAL SOURCES | 5,671,915 | 9,274,820 | 10,520,634 | 7,678,616 | (2,842,018) | 7,678,616 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 10,224,164 | 10,890,521 | 12,207,252 | 7,507,848 | (4,699,404) | 7,970,251 |
| Services and Supplies | 2,567,981 | 2,335,468 | 4,640,875 | 4,306,775 | (334,100) | 4,412,070 |
| Other Charges | 2,395,065 | 2,975,694 | 3,171,225 | 4,535,659 | 1,364,434 | 4,535,659 |
| Fixed Assets | 352,554 | 595,212 | 460,000 | 460,000 | | |
| Gross Appropriations | 15,539,764 | 16,796,894 | 20,479,352 | 16,810,282 | (3,669,070) | 16,917,980 |
| Intrafund Transfers | (16,311,915) | (18,129,400) | (18,832,029) | (15,134,295) | 3,697,734 | (15,134,295) |
| Net Appropriations | (772,151) | (1,332,506) | 1,647,323 | 1,675,987 | 28,664 | 1,783,685 |
| Contingencies/Dept Reserves | 3,557,811 | 7,366,728 | 9,271,755 | 6,262,319 | (3,009,436) | 6,262,319 |
| TOTAL REQUIREMENTS | 2,785,660 | 6,034,222 | 10,919,078 | 7,938,306 | (2,980,772) | 8,046,004 |
| NET COUNTY COST | (2,886,255) | (3,240,599) | 398,444 | 259,690 | (138,754) | 367,388 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 100.0 | 102.0 | 69.0 | 60.0 | (9.0) | 60.0 |
| Funded FTE | 99.0 | 102.0 | 69.0 | 60.0 | (9.0) | 60.0 |

Office of the Agency Director (7120B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 4,948 | 14,173 | | | | |
| TOTAL SOURCES | 4,948 | 14,173 | | | | |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,912,275 | 2,418,997 | 2,602,479 | 6,450,637 | 3,848,158 | 6,814,028 |
| Services and Supplies | 356,358 | 592,652 | 774,800 | 885,700 | 110,900 | 885,700 |
| Other Charges | 2,249 | 106 | | | | |
| Gross Appropriations | 2,270,882 | 3,011,755 | 3,377,279 | 7,336,337 | 3,959,058 | 7,699,728 |
| Intrafund Transfers | | | (3,377,279) | (7,224,113) | (3,846,834) | (7,553,904) |
| TOTAL REQUIREMENTS | 2,270,882 | 3,011,755 | | 112,224 | 112,224 | 145,824 |
| NET COUNTY COST | 2,265,934 | 2,997,582 | | 112,224 | 112,224 | 145,824 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 16.0 | 21.0 | 56.0 | 56.0 | | 56.0 |
| Funded FTE | 16.0 | 20.0 | 56.0 | 55.9 | (0.1) | 55.9 |

Economic Self-Sufficiency (7200B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 71,272,182 | 72,121,842 | 90,525,296 | 91,092,884 | 567,588 | 94,188,641 |
| Charges for Services | 1,275,950 | 1,073,317 | 1,533,000 | 1,105,000 | (428,000) | 1,105,000 |
| Interfund Revenue | 30,039 | 31,731 | | | | |
| Miscellaneous Revenue | 1,196,627 | 1,130,997 | 450,000 | 454,000 | 4,000 | 454,000 |
| Total Revenue | 73,774,797 | 74,357,887 | 92,508,296 | 92,651,884 | 143,588 | 95,747,641 |
| Fund Balance | | 139,828 | 23,304 | 853,680 | 830,376 | |
| TOTAL SOURCES | 73,774,797 | 74,497,715 | 92,531,600 | 93,505,564 | 973,964 | 95,747,641 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 35,898,853 | 37,755,662 | 45,161,004 | 47,049,995 | 1,888,991 | 49,666,233 |
| Services and Supplies | 19,036,696 | 21,137,002 | 26,742,815 | 27,394,752 | 651,937 | 27,653,442 |
| Other Charges | 28,214,243 | 27,336,422 | 33,796,380 | 34,295,291 | 498,911 | 34,295,291 |
| Fixed Assets | 9,912 | | 32,000 | 18,000 | (14,000) | |
| Other Financing Uses | 230,687 | 235,621 | 247,063 | 247,513 | 450 | 247,513 |
| Gross Appropriations | 83,390,391 | 86,464,706 | 105,979,262 | 109,005,551 | 3,026,289 | 111,862,479 |
| Intrafund Transfers | (4,247,692) | (4,148,986) | (5,110,682) | (5,247,697) | (137,015) | (5,247,697) |
| TOTAL REQUIREMENTS | 79,142,699 | 82,315,720 | 100,868,580 | 103,757,854 | 2,889,274 | 106,614,782 |
| NET COUNTY COST | 5,367,902 | 7,818,005 | 8,336,980 | 10,252,290 | 1,915,310 | 10,867,141 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 439.0 | 464.0 | 456.0 | 453.0 | (3.0) | 453.0 |
| Funded FTE | 428.6 | 459.7 | 454.5 | 450.6 | (4.0) | 450.6 |

Child Welfare Services (7400B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 50,388,673 | 50,980,467 | 58,240,736 | 56,450,973 | (1,789,763) | 57,655,103 |
| Miscellaneous Revenue | 1,285,003 | 968,112 | 771,678 | 755,636 | (16,042) | 755,636 |
| Total Revenue | 51,673,677 | 51,948,580 | 59,012,414 | 57,206,609 | (1,805,805) | 58,410,739 |
| Fund Balance | 1,990,041 | 2,860,357 | 1,875,190 | 609,839 | (1,265,351) | 609,839 |
| TOTAL SOURCES | 53,663,718 | 54,808,937 | 60,887,604 | 57,816,448 | (3,071,156) | 59,020,578 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 25,045,962 | 26,565,691 | 26,720,998 | 26,307,495 | (413,503) | 27,747,904 |
| Services and Supplies | 14,759,562 | 15,885,502 | 17,858,681 | 16,452,866 | (1,405,815) | 16,574,676 |
| Other Charges | 22,803,188 | 22,947,741 | 26,943,504 | 25,959,703 | (983,801) | 25,959,703 |
| Fixed Assets | | 16,668 | | | | |
| Other Financing Uses | 1,077,934 | 79,601 | 83,463 | 83,617 | 154 | 83,617 |
| Gross Appropriations | 63,686,646 | 65,495,203 | 71,606,646 | 68,803,681 | (2,802,965) | 70,365,900 |
| Intrafund Transfers | (459,392) | (463,812) | (516,159) | (280,117) | 236,042 | (280,117) |
| Net Appropriations | 63,227,254 | 65,031,391 | 71,090,487 | 68,523,564 | (2,566,923) | 70,085,783 |
| Contingencies/Dept Reserves | 609,839 | 609,839 | 609,839 | 609,839 | | 609,839 |
| TOTAL REQUIREMENTS | 63,837,093 | 65,641,230 | 71,700,326 | 69,133,403 | (2,566,923) | 70,695,622 |
| NET COUNTY COST | 10,173,375 | 10,832,294 | 10,812,722 | 11,316,955 | 504,233 | 11,675,044 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 252.0 | 251.0 | 225.0 | 227.0 | 2.0 | 227.0 |
| Funded FTE | 249.3 | 250.0 | 224.5 | 224.9 | 0.4 | 224.9 |

Prevention and Early Intervention (7500B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 8,208,352 | 8,014,337 | 11,956,019 | 10,361,765 | (1,594,254) | 10,573,452 |
| Miscellaneous Revenue | 9,260 | 48,281 | 246,462 | 143,500 | (102,962) | 143,500 |
| Total Revenue | 8,217,612 | 8,062,618 | 12,202,481 | 10,505,265 | (1,697,216) | 10,716,952 |
| Fund Balance | 743,835 | 499,000 | 913,335 | 338,335 | (575,000) | 313,335 |
| TOTAL SOURCES | 8,961,447 | 8,561,618 | 13,115,816 | 10,843,600 | (2,272,216) | 11,030,287 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,046,239 | 1,194,384 | 5,225,314 | 4,958,977 | (266,337) | 5,288,976 |
| Services and Supplies | 4,339,030 | 3,971,532 | 6,881,423 | 4,904,589 | (1,976,834) | 4,896,969 |
| Other Charges | 6,400,635 | 6,864,196 | 8,924,189 | 8,676,062 | (248,127) | 8,676,062 |
| Other Financing Uses | 3,117 | 3,184 | 3,339 | 3,345 | 6 | 3,345 |
| Gross Appropriations | 11,789,022 | 12,033,295 | 21,034,265 | 18,542,973 | (2,491,292) | 18,865,352 |
| Intrafund Transfers | (428,843) | (884,026) | (870,377) | (1,525,730) | (655,353) | (1,593,810) |
| Net Appropriations | 11,360,179 | 11,149,269 | 20,163,888 | 17,017,243 | (3,146,645) | 17,271,542 |
| Contingencies/Dept Reserves | 459,670 | 313,335 | 313,335 | 313,335 | | 313,335 |
| TOTAL REQUIREMENTS | 11,819,849 | 11,462,604 | 20,477,223 | 17,330,578 | (3,146,645) | 17,584,877 |
| NET COUNTY COST | 2,858,402 | 2,900,986 | 7,361,407 | 6,486,978 | (874,429) | 6,554,590 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 13.0 | 14.0 | 50.0 | 44.0 | (6.0) | 44.0 |
| Funded FTE | 12.2 | 14.0 | 49.0 | 44.0 | (5.0) | 44.0 |

Local Agency Formation Commission (3570B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 1,265 | | | | | |
| Intergovernmental Revenues | 153,200 | 186,689 | 192,444 | 175,654 | (16,790) | 182,427 |
| Charges for Services | 21,634 | 19,068 | 25,000 | 25,000 | | 25,000 |
| Interfund Revenue | | | 160 | | (160) | |
| Total Revenue | 176,099 | 205,757 | 217,604 | 200,654 | (16,950) | 207,427 |
| Fund Balance | 6,335 | 59,101 | 91,609 | 100,493 | 8,884 | 100,493 |
| TOTAL SOURCES | 182,434 | 264,858 | 309,213 | 301,147 | (8,066) | 307,920 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 179,132 | 194,890 | 205,077 | 210,897 | 5,820 | 221,056 |
| Services and Supplies | 14,604 | 46,467 | 89,401 | 93,544 | 4,143 | 93,544 |
| Other Charges | 15,961 | 30,846 | 55,332 | 54,286 | (1,046) | 54,286 |
| Gross Appropriations | 209,698 | 272,203 | 349,810 | 358,727 | 8,917 | 368,886 |
| Intrafund Transfers | (71,555) | (102,610) | (96,222) | (87,827) | 8,395 | (91,213) |
| Net Appropriations | 138,143 | 169,593 | 253,588 | 270,900 | 17,312 | 277,673 |
| Contingencies/Dept Reserves | 44,291 | 95,265 | 55,625 | 30,247 | (25,378) | 30,247 |
| TOTAL REQUIREMENTS | 182,434 | 264,858 | 309,213 | 301,147 | (8,066) | 307,920 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 1.0 | 1.0 | 1.0 | 1.0 | | 1.0 |
| Funded FTE | 1.0 | 1.0 | 1.0 | 1.0 | | 1.0 |

County Library (3700B)
County Library Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 15,700,266 | 16,770,972 | 16,473,874 | 17,020,839 | 546,965 | 16,380,164 |
| Use of Money and Property | 339,895 | 340,979 | 334,103 | 159,512 | (174,591) | 159,512 |
| Intergovernmental Revenues | 789,970 | 697,069 | 664,471 | 508,523 | (155,948) | 496,844 |
| Charges for Services | 666,756 | 722,505 | 643,000 | 697,000 | 54,000 | 697,000 |
| Interfund Revenue | 138,242 | 145,570 | 150,158 | 157,388 | 7,230 | 157,388 |
| Miscellaneous Revenue | 438,831 | 478,841 | 365,778 | 520,525 | 154,747 | 344,525 |
| Total Revenue | 18,073,960 | 19,155,937 | 18,631,384 | 19,063,787 | 432,403 | 18,235,433 |
| Fund Balance | 7,888,800 | 8,310,727 | 9,950,614 | 11,168,772 | 1,218,158 | 10,933,330 |
| TOTAL SOURCES | 25,962,760 | 27,466,664 | 28,581,998 | 30,232,559 | 1,650,561 | 29,168,763 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 10,753,176 | 11,078,141 | 11,946,835 | 12,324,677 | 377,842 | 13,002,406 |
| Services and Supplies | 13,198,315 | 12,125,246 | 13,944,618 | 15,064,296 | 1,119,678 | 12,717,567 |
| Other Charges | 1,150,872 | 1,098,894 | 1,270,413 | 1,353,574 | 83,161 | 1,353,574 |
| Fixed Assets | 133,296 | 45,501 | 490,000 | 400,000 | (90,000) | 170,000 |
| Gross Appropriations | 25,235,657 | 24,347,783 | 27,651,866 | 29,142,547 | 1,490,681 | 27,243,547 |
| Intrafund Transfers | (7,583,625) | (6,831,733) | (8,427,100) | (8,830,405) | (403,305) | (8,045,776) |
| Net Appropriations | 17,652,032 | 17,516,050 | 19,224,766 | 20,312,142 | 1,087,376 | 19,197,771 |
| Contingencies/Dept Reserves | 7,460,727 | 9,000,314 | 5,060,132 | 5,601,842 | 541,710 | 6,042,417 |
| Non-General Fund Reserves | 850,000 | 950,300 | 4,297,100 | 4,318,575 | 21,475 | 3,928,575 |
| TOTAL REQUIREMENTS | 25,962,759 | 27,466,664 | 28,581,998 | 30,232,559 | 1,650,561 | 29,168,763 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 128.0 | 128.0 | 130.0 | 130.0 | | 130.0 |
| Funded FTE | 112.9 | 112.8 | 112.8 | 113.0 | 0.2 | 113.0 |

Planning and Building (3800B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 3,857,371 | 3,254,786 | 3,088,000 | 2,444,877 | (643,123) | 2,591,041 |
| Fines, Forfeitures and Penalties | 17,297 | 16,252 | 12,000 | 15,000 | 3,000 | 20,000 |
| Intergovernmental Revenues | 57,909 | | 30,000 | 30,000 | | 30,000 |
| Charges for Services | 2,389,966 | 2,144,004 | 2,109,990 | 1,440,600 | (669,390) | 1,570,600 |
| Interfund Revenue | 330,296 | 119,398 | 94,700 | 70,000 | (24,700) | 70,000 |
| Miscellaneous Revenue | 427,927 | 628,267 | 465,657 | 172,200 | (293,457) | 172,200 |
| Total Revenue | 7,080,766 | 6,162,707 | 5,800,347 | 4,172,677 | (1,627,670) | 4,453,841 |
| Fund Balance | 4,303,422 | 4,996,734 | 5,610,489 | 4,931,868 | (678,621) | 4,931,868 |
| TOTAL SOURCES | 11,384,188 | 11,159,441 | 11,410,836 | 9,104,545 | (2,306,291) | 9,385,709 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 5,470,654 | 5,722,044 | 6,438,220 | 6,811,006 | 372,786 | 7,205,716 |
| Services and Supplies | 4,816,072 | 4,097,048 | 4,609,420 | 6,574,781 | 1,965,361 | 6,485,087 |
| Other Charges | 824,502 | 896,194 | 924,687 | 832,440 | (92,247) | 832,440 |
| Fixed Assets | | 12,537 | | | | |
| Other Financing Uses | 754,239 | (46) | | | | |
| Gross Appropriations | 11,865,468 | 10,727,778 | 11,972,327 | 14,218,227 | 2,245,900 | 14,523,243 |
| Intrafund Transfers | (3,133,574) | (2,993,633) | (2,539,600) | (5,438,867) | (2,899,267) | (5,475,717) |
| Net Appropriations | 8,731,894 | 7,734,145 | 9,432,727 | 8,779,360 | (653,367) | 9,047,526 |
| Contingencies/Dept Reserves | 3,604,573 | 4,167,480 | 4,167,480 | 2,114,852 | (2,052,628) | 2,114,852 |
| TOTAL REQUIREMENTS | 12,336,467 | 11,901,625 | 13,600,207 | 10,894,212 | (2,705,995) | 11,162,378 |
| NET COUNTY COST | 952,280 | 742,184 | 2,189,371 | 1,789,667 | (399,704) | 1,776,669 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 55.0 | 56.0 | 55.0 | 55.0 | | 55.0 |
| Funded FTE | 54.7 | 55.7 | 54.4 | 54.6 | 0.3 | 54.6 |

Administration and Support (3810P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 57,909 | | | | | |
| Interfund Revenue | 32,481 | | | | | |
| Miscellaneous Revenue | 1,663 | 25,814 | | | | |
| Total Revenue | 92,053 | 25,814 | | | | |
| Fund Balance | 3,729,573 | 4,592,480 | 4,251,429 | 4,931,868 | 680,439 | 4,931,868 |
| TOTAL SOURCES | 3,821,626 | 4,618,294 | 4,251,429 | 4,931,868 | 680,439 | 4,931,868 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,354,894 | 1,427,790 | 1,516,028 | 1,788,228 | 272,200 | 1,883,461 |
| Services and Supplies | 435,931 | 714,777 | 567,869 | 3,164,561 | 2,596,692 | 3,038,016 |
| Other Charges | 641,837 | 594,548 | 775,420 | 682,559 | (92,861) | 682,559 |
| Fixed Assets | | 12,537 | | | | |
| Other Financing Uses | 754,239 | (46) | | | | |
| Gross Appropriations | 3,186,901 | 2,749,607 | 2,859,317 | 5,635,348 | 2,776,031 | 5,604,036 |
| Intrafund Transfers | (3,133,574) | (2,566,961) | (2,539,600) | (2,621,851) | (82,251) | (2,658,701) |
| Net Appropriations | 53,327 | 182,646 | 319,717 | 3,013,497 | 2,693,780 | 2,945,335 |
| Contingencies/Dept Reserves | 3,604,573 | 4,167,480 | 4,167,480 | 2,114,852 | (2,052,628) | 2,114,852 |
| TOTAL REQUIREMENTS | 3,657,900 | 4,350,126 | 4,487,197 | 5,128,349 | 641,152 | 5,060,187 |
| NET COUNTY COST | (163,726) | (268,168) | 235,768 | 196,481 | (39,287) | 128,319 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 14.0 | 14.0 | 15.0 | 15.0 | | 15.0 |
| Funded FTE | 13.9 | 13.9 | 14.9 | 14.9 | 0.1 | 14.9 |

Long Range Planning Services (3830P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Interfund Revenue | 297,815 | 119,398 | 94,700 | 70,000 | (24,700) | 70,000 |
| Miscellaneous Revenue | 136,337 | 182,879 | 101,200 | 161,200 | 60,000 | 161,200 |
| Total Revenue | 434,152 | 302,278 | 195,900 | 231,200 | 35,300 | 231,200 |
| Fund Balance | 447,187 | 404,254 | 835,623 | | (835,623) | |
| TOTAL SOURCES | 881,339 | 706,532 | 1,031,523 | 231,200 | (800,323) | 231,200 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 906,671 | 762,055 | 1,083,206 | 1,081,369 | (1,837) | 1,140,587 |
| Services and Supplies | 832,595 | 540,041 | 1,042,609 | 1,055,891 | 13,282 | 1,063,261 |
| Other Charges | 17,645 | 9,746 | 10,120 | 13,052 | 2,932 | 13,052 |
| Gross Appropriations | 1,756,911 | 1,311,842 | 2,135,935 | 2,150,312 | 14,377 | 2,216,900 |
| Intrafund Transfers | | (426,672) | | (812,588) | (812,588) | (843,212) |
| TOTAL REQUIREMENTS | 1,756,911 | 885,169 | 2,135,935 | 1,337,724 | (798,211) | 1,373,688 |
| NET COUNTY COST | 875,572 | 178,638 | 1,104,412 | 1,106,524 | 2,112 | 1,142,488 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 8.0 | 8.0 | 8.0 | 8.0 | | 8.0 |
| Funded FTE | 8.0 | 8.0 | 8.0 | 8.0 | | 8.0 |

Development Review Services (3840P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 3,857,371 | 3,254,786 | 3,088,000 | 2,444,877 | (643,123) | 2,591,041 |
| Fines, Forfeitures and Penalties | 17,297 | 16,252 | 12,000 | 15,000 | 3,000 | 20,000 |
| Intergovernmental Revenues | | | 30,000 | 30,000 | | 30,000 |
| Charges for Services | 2,389,966 | 2,144,004 | 2,109,990 | 1,440,600 | (669,390) | 1,570,600 |
| Miscellaneous Revenue | 289,927 | 419,574 | 364,457 | 11,000 | (353,457) | 11,000 |
| Total Revenue | 6,554,561 | 5,834,615 | 5,604,447 | 3,941,477 | (1,662,970) | 4,222,641 |
| Fund Balance | 126,662 | | 523,437 | | (523,437) | |
| TOTAL SOURCES | 6,681,223 | 5,834,615 | 6,127,884 | 3,941,477 | (2,186,407) | 4,222,641 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 3,209,088 | 3,532,199 | 3,838,986 | 3,941,409 | 102,423 | 4,181,668 |
| Services and Supplies | 3,547,547 | 2,842,230 | 2,998,942 | 2,354,329 | (644,613) | 2,383,810 |
| Other Charges | 165,021 | 291,900 | 139,147 | 136,829 | (2,318) | 136,829 |
| Gross Appropriations | 6,921,656 | 6,666,329 | 6,977,075 | 6,432,567 | (544,508) | 6,702,307 |
| Intrafund Transfers | | | | (2,004,428) | (2,004,428) | (1,973,804) |
| TOTAL REQUIREMENTS | 6,921,656 | 6,666,329 | 6,977,075 | 4,428,139 | (2,548,936) | 4,728,503 |
| NET COUNTY COST | 240,434 | 831,714 | 849,191 | 486,662 | (362,529) | 505,862 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 33.0 | 34.0 | 32.0 | 32.0 | | 32.0 |
| Funded FTE | 32.8 | 33.8 | 31.6 | 31.7 | 0.1 | 31.7 |

Housing and Community Development (7920P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 6,553,087 | 7,015,888 | 6,506,999 | 6,456,539 | (50,460) | 6,456,539 |
| Miscellaneous Revenue | 3,653,172 | 2,479,520 | 2,461,626 | 1,764,483 | (697,143) | 1,764,483 |
| Total Revenue | 10,206,259 | 9,495,408 | 8,968,625 | 8,221,022 | (747,603) | 8,221,022 |
| Fund Balance | 650,868 | 473,064 | 8,448 | | (8,448) | |
| TOTAL SOURCES | 10,857,127 | 9,968,472 | 8,977,073 | 8,221,022 | (756,051) | 8,221,022 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,009,810 | 2,179,785 | 2,219,504 | 2,080,357 | (139,147) | 2,099,319 |
| Services and Supplies | 532,824 | 480,614 | 818,027 | 282,289 | (535,738) | 263,327 |
| Other Charges | 8,005,808 | 5,407,195 | 5,885,542 | 5,821,472 | (64,070) | 5,821,472 |
| Other Financing Uses | 22,267 | 15,288 | | | | |
| Net Appropriations | 10,570,709 | 8,082,882 | 8,923,073 | 8,184,118 | (738,955) | 8,184,118 |
| Contingencies/Dept Reserves | 825,854 | 1,885,590 | 54,000 | 36,904 | (17,096) | 36,904 |
| TOTAL REQUIREMENTS | 11,396,563 | 9,968,472 | 8,977,073 | 8,221,022 | (756,051) | 8,221,022 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 19.0 | 19.0 | 19.0 | 17.0 | (2.0) | 16.0 |
| Funded FTE | 19.0 | 19.0 | 18.8 | 16.9 | (1.9) | 15.9 |

Housing Authority (7930P)
Housing Authority Fund (Information Only)

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 1,276,856 | 1,424,487 | 1,489,508 | 1,454,508 | (35,000) | 1,454,508 |
| Intergovernmental Revenues | 64,841,781 | 62,716,571 | 66,353,804 | 63,616,721 | (2,737,083) | 63,616,721 |
| Interfund Revenue | | 245,000 | | | | |
| Miscellaneous Revenue | 369,134 | 697,890 | 525,963 | 410,610 | (115,353) | 410,610 |
| TOTAL SOURCES | 66,487,771 | 65,083,948 | 68,369,275 | 65,481,839 | (2,887,436) | 65,481,839 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 3,831,516 | 3,820,067 | 4,166,701 | 4,493,778 | 327,077 | 4,493,778 |
| Services and Supplies | 1,814,844 | 1,639,716 | 1,858,441 | 2,386,105 | 527,664 | 2,386,105 |
| Other Charges | 60,615,261 | 59,618,905 | 62,302,133 | 58,307,444 | (3,994,689) | 58,307,444 |
| Fixed Assets | 226,150 | 5,260 | 42,000 | 294,512 | 252,512 | 294,512 |
| TOTAL REQUIREMENTS | 66,487,771 | 65,083,948 | 68,369,275 | 65,481,839 | (2,887,436) | 65,481,839 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 47.0 | 46.0 | 46.0 | 46.0 | | 46.0 |
| Funded FTE | 46.0 | 46.0 | 46.0 | 46.0 | | 46.0 |

Parks Department (3900B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 6,888 | 4,849 | 6,000 | 7,000 | 1,000 | 8,000 |
| Use of Money and Property | 79,790 | 79,016 | 99,700 | 158,594 | 58,894 | 179,594 |
| Intergovernmental Revenues | | 58,113 | | 21,000 | 21,000 | |
| Charges for Services | 1,265,584 | 1,243,443 | 1,380,085 | 1,532,000 | 151,915 | 1,579,241 |
| Interfund Revenue | 307,440 | 378,366 | | | | |
| Miscellaneous Revenue | 61,631 | 132,336 | 20,000 | 70,000 | 50,000 | 100,000 |
| Other Financing Sources | | | 335,178 | 274,348 | (60,830) | 289,348 |
| Total Revenue | 1,721,334 | 1,896,123 | 1,840,963 | 2,062,942 | 221,979 | 2,156,183 |
| Fund Balance | 283,128 | 296,097 | 260,149 | 253,599 | (6,550) | 298,599 |
| TOTAL SOURCES | 2,004,462 | 2,192,220 | 2,101,112 | 2,316,541 | 215,429 | 2,454,782 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,034,122 | 6,386,207 | 6,602,597 | 6,653,653 | 51,056 | 7,011,354 |
| Services and Supplies | 947,497 | 999,134 | 1,036,282 | 998,934 | (37,348) | 998,934 |
| Other Charges | 941,440 | 1,033,902 | 1,045,667 | 1,139,728 | 94,061 | 1,139,728 |
| Fixed Assets | | 120,752 | | | | |
| Gross Appropriations | 7,923,059 | 8,539,996 | 8,684,546 | 8,792,315 | 107,769 | 9,150,016 |
| Intrafund Transfers | (55,000) | (173,354) | (221,407) | (127,323) | 94,084 | (127,323) |
| Net Appropriations | 7,868,059 | 8,366,641 | 8,463,139 | 8,664,992 | 201,853 | 9,022,693 |
| Contingencies/Dept Reserves | 144,706 | 143,337 | 177,811 | 194,880 | 17,069 | 194,880 |
| TOTAL REQUIREMENTS | 8,012,765 | 8,509,978 | 8,640,950 | 8,859,872 | 218,922 | 9,217,573 |
| NET COUNTY COST | 6,008,303 | 6,317,758 | 6,539,838 | 6,543,331 | 3,493 | 6,762,791 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 56.0 | 56.0 | 57.0 | 54.0 | (3.0) | 54.0 |
| Funded FTE | 55.9 | 56.0 | 57.0 | 53.8 | (3.2) | 53.8 |

Administration and Support (3910P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 6,888 | 4,849 | 6,000 | 7,000 | 1,000 | 8,000 |
| Use of Money and Property | 37,752 | 38,831 | 38,000 | 117,000 | 79,000 | 117,000 |
| Charges for Services | 24,695 | 47,899 | 30,000 | 40,000 | 10,000 | 50,000 |
| Interfund Revenue | 61,823 | 132,214 | | | | |
| Miscellaneous Revenue | 7,502 | 26,066 | 15,000 | 15,000 | | 30,000 |
| Other Financing Sources | | | 98,348 | 86,282 | (12,066) | 86,282 |
| Total Revenue | 138,661 | 249,859 | 187,348 | 265,282 | 77,934 | 291,282 |
| Fund Balance | 283,128 | 296,097 | 260,149 | 253,599 | (6,550) | 298,599 |
| TOTAL SOURCES | 421,789 | 545,956 | 447,497 | 518,881 | 71,384 | 589,881 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 897,629 | 1,097,546 | 1,489,176 | 1,436,585 | (52,591) | 1,508,592 |
| Services and Supplies | 167,980 | 157,234 | 174,480 | 169,342 | (5,138) | 169,342 |
| Other Charges | 255,231 | 319,019 | 339,670 | 278,871 | (60,799) | 278,871 |
| Fixed Assets | | 7,201 | | | | |
| Gross Appropriations | 1,320,839 | 1,581,001 | 2,003,326 | 1,884,798 | (118,528) | 1,956,805 |
| Intrafund Transfers | (55,000) | (173,354) | (221,407) | (127,323) | 94,084 | (127,323) |
| Net Appropriations | 1,265,839 | 1,407,646 | 1,781,919 | 1,757,475 | (24,444) | 1,829,482 |
| Contingencies/Dept Reserves | 144,706 | 143,337 | 177,811 | 194,880 | 17,069 | 194,880 |
| TOTAL REQUIREMENTS | 1,410,545 | 1,550,983 | 1,959,730 | 1,952,355 | (7,375) | 2,024,362 |
| NET COUNTY COST | 988,757 | 1,005,028 | 1,512,233 | 1,433,474 | (78,759) | 1,434,481 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 8.0 | 9.0 | 10.0 | 10.0 | | 10.0 |
| Funded FTE | 7.7 | 9.0 | 10.0 | 10.0 | | 10.0 |

Operations and Maintenance (3930P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 42,038 | 40,186 | 61,700 | 41,594 | (20,106) | 62,594 |
| Intergovernmental Revenues | | 58,113 | | 21,000 | 21,000 | |
| Charges for Services | 1,240,889 | 1,195,545 | 1,350,085 | 1,492,000 | 141,915 | 1,529,241 |
| Interfund Revenue | 245,617 | 246,152 | | | | |
| Miscellaneous Revenue | 54,129 | 106,269 | 5,000 | 55,000 | 50,000 | 70,000 |
| Other Financing Sources | | | 236,830 | 188,066 | (48,764) | 203,066 |
| TOTAL SOURCES | 1,582,673 | 1,646,265 | 1,653,615 | 1,797,660 | 144,045 | 1,864,901 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 5,136,494 | 5,288,661 | 5,113,421 | 5,217,068 | 103,647 | 5,502,762 |
| Services and Supplies | 779,517 | 841,901 | 861,802 | 829,592 | (32,210) | 829,592 |
| Other Charges | 686,209 | 714,883 | 705,997 | 860,857 | 154,860 | 860,857 |
| Fixed Assets | | 113,550 | | | | |
| TOTAL REQUIREMENTS | 6,602,220 | 6,958,995 | 6,681,220 | 6,907,517 | 226,297 | 7,193,211 |
| NET COUNTY COST | 5,019,546 | 5,312,730 | 5,027,605 | 5,109,857 | 82,252 | 5,328,310 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 48.0 | 47.0 | 47.0 | 44.0 | (3.0) | 44.0 |
| Funded FTE | 48.2 | 47.0 | 47.0 | 43.8 | (3.2) | 43.8 |

Fish and Game (3950B)
Fish and Game Propagation Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 1,853 | 2,210 | 3,000 | 3,000 | | 3,000 |
| Use of Money and Property | 3,494 | 3,120 | 3,000 | 3,000 | | 3,000 |
| Total Revenue | 5,348 | 5,331 | 6,000 | 6,000 | | 6,000 |
| Fund Balance | 80,309 | 75,221 | 76,142 | 69,493 | (6,649) | 69,493 |
| TOTAL SOURCES | 85,657 | 80,552 | 82,142 | 75,493 | (6,649) | 75,493 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 10,435 | 4,410 | 20,000 | 20,000 | | 20,000 |
| Net Appropriations | 10,435 | 4,410 | 20,000 | 20,000 | | 20,000 |
| Non-General Fund Reserves | 75,222 | 76,142 | 62,142 | 55,493 | (6,649) | 55,493 |
| TOTAL REQUIREMENTS | 85,657 | 80,552 | 82,142 | 75,493 | (6,649) | 75,493 |

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 11,689 | 9,447 | 7,500 | 7,500 | | 7,500 |
| Intergovernmental Revenues | 30,385 | | | | | |
| Total Revenue | 42,074 | 9,447 | 7,500 | 7,500 | | 7,500 |
| Fund Balance | 241,749 | 222,543 | 199,664 | 146,426 | (53,238) | 39,926 |
| TOTAL SOURCES | 283,823 | 231,990 | 207,164 | 153,926 | (53,238) | 47,426 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 61,279 | | 118,350 | 84,000 | (34,350) | |
| Other Financing Uses | | | | 30,000 | 30,000 | 30,000 |
| Gross Appropriations | 61,279 | | 118,350 | 114,000 | (4,350) | 30,000 |
| Intrafund Transfers | | 32,326 | | | | |
| Net Appropriations | 61,279 | 32,326 | 118,350 | 114,000 | (4,350) | 30,000 |
| Non-General Fund Reserves | 222,544 | 199,664 | 88,814 | 39,926 | (48,888) | 17,426 |
| TOTAL REQUIREMENTS | 283,823 | 231,990 | 207,164 | 153,926 | (53,238) | 47,426 |

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 105,410 | 140,928 | 70,000 | 70,000 | | 70,000 |
| Intergovernmental Revenues | (145,013) | 2,600,183 | 3,250,500 | 5,643,826 | 2,393,326 | 1,860,273 |
| Charges for Services | | 2,605 | | | | |
| Interfund Revenue | 17,815 | 181,683 | 75,000 | 75,000 | | |
| Miscellaneous Revenue | 12,000 | 98,832 | | | | |
| Total Revenue | (9,789) | 3,024,232 | 3,395,500 | 5,788,826 | 2,393,326 | 1,930,273 |
| Fund Balance | 4,068,264 | 2,310,168 | 3,663,045 | 3,061,120 | (601,925) | 3,136,120 |
| TOTAL SOURCES | 4,058,475 | 5,334,400 | 7,058,545 | 8,849,946 | 1,791,401 | 5,066,393 |
| REQUIREMENTS | | | | | | |
| Services and Supplies | 401,137 | 390,985 | 409,000 | 400,000 | (9,000) | 898,727 |
| Fixed Assets | 487,093 | 828,000 | 2,078,442 | 1,000,000 | (1,078,442) | 1,200,000 |
| Other Financing Uses | 860,078 | 696,641 | 2,977,993 | 6,551,219 | 3,573,226 | 1,200,000 |
| Gross Appropriations | 1,748,307 | 1,915,626 | 5,465,435 | 7,951,219 | 2,485,784 | 3,298,727 |
| Intrafund Transfers | | (244,272) | | | | |
| Net Appropriations | 1,748,307 | 1,671,355 | 5,465,435 | 7,951,219 | 2,485,784 | 3,298,727 |
| Non-General Fund Reserves | 2,310,168 | 3,663,045 | 1,593,110 | 898,727 | (694,383) | 1,767,666 |
| TOTAL REQUIREMENTS | 4,058,475 | 5,334,400 | 7,058,545 | 8,849,946 | 1,791,401 | 5,066,393 |

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 61,813 | 40,687 | 41,500 | 45,000 | 3,500 | 45,000 |
| Intergovernmental Revenues | | | 494,000 | 1,920,000 | 1,426,000 | 384,928 |
| Charges for Services | 1,143,033 | 1,121,627 | 1,255,589 | 1,263,200 | 7,611 | 1,263,200 |
| Total Revenue | 1,204,846 | 1,162,314 | 1,791,089 | 3,228,200 | 1,437,111 | 1,693,128 |
| Fund Balance | 1,381,569 | 855,940 | 814,105 | 811,171 | (2,934) | 811,171 |
| TOTAL SOURCES | 2,586,415 | 2,018,254 | 2,605,194 | 4,039,371 | 1,434,177 | 2,504,299 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 507,093 | 520,347 | 570,996 | 535,414 | (35,582) | 564,934 |
| Services and Supplies | 232,072 | 247,707 | 329,700 | 325,000 | (4,700) | 324,500 |
| Other Charges | 462,300 | 564,034 | 504,770 | 436,865 | (67,905) | 436,865 |
| Fixed Assets | | | | 138,092 | 138,092 | |
| Other Financing Uses | 614,609 | 83,873 | 686,828 | 2,078,000 | 1,391,172 | 652,000 |
| Gross Appropriations | 1,816,074 | 1,415,961 | 2,092,294 | 3,513,371 | 1,421,077 | 1,978,299 |
| Intrafund Transfers | 150,982 | 141,356 | | | | |
| Net Appropriations | 1,967,056 | 1,557,317 | 2,092,294 | 3,513,371 | 1,421,077 | 1,978,299 |
| Non-General Fund Reserves | 619,359 | 460,936 | 512,900 | 526,000 | 13,100 | 526,000 |
| TOTAL REQUIREMENTS | 2,586,415 | 2,018,253 | 2,605,194 | 4,039,371 | 1,434,177 | 2,504,299 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 5.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Funded FTE | 5.0 | 5.0 | 5.0 | 5.0 | | 5.0 |

Administrative Services (4510P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 74,000 | | 262,000 | 262,000 | | 262,000 |
| Interfund Revenue | 3,931,699 | 4,016,037 | 5,200,429 | 5,833,250 | 632,821 | 5,990,071 |
| Miscellaneous Revenue | 50,029 | 41,902 | 10,000 | 10,000 | | 10,000 |
| Other Financing Sources | 96,052 | 96,013 | 35,000 | 49,432 | 14,432 | 49,432 |
| Total Revenue | 4,151,780 | 4,153,952 | 5,507,429 | 6,154,682 | 647,253 | 6,311,503 |
| Fund Balance | 8,507 | | 61,000 | 61,000 | | |
| TOTAL SOURCES | 4,160,287 | 4,153,952 | 5,568,429 | 6,215,682 | 647,253 | 6,311,503 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,736,549 | 2,924,276 | 3,323,347 | 3,456,323 | 132,976 | 3,661,894 |
| Services and Supplies | 973,952 | 934,352 | 876,238 | 878,756 | 2,518 | 878,756 |
| Other Charges | 1,135,693 | 1,340,610 | 1,475,213 | 2,008,790 | 533,577 | 2,008,790 |
| Fixed Assets | 32,600 | 38,345 | 85,000 | 48,750 | (36,250) | |
| Other Financing Uses | | | 61,000 | 61,000 | | |
| Gross Appropriations | 4,878,793 | 5,237,582 | 5,820,798 | 6,453,619 | 632,821 | 6,549,440 |
| Intrafund Transfers | (594,513) | (892,262) | | | | |
| TOTAL REQUIREMENTS | 4,284,280 | 4,345,321 | 5,820,798 | 6,453,619 | 632,821 | 6,549,440 |
| NET COUNTY COST | 123,993 | 191,369 | 252,369 | 237,937 | (14,432) | 237,937 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 28.0 | 28.0 | 28.0 | 28.0 | | 28.0 |
| Funded FTE | 29.8 | 27.9 | 27.9 | 27.9 | (0.1) | 27.9 |

Engineering Services (4600P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | | | 35,000 | 35,000 | | 35,000 |
| Charges for Services | 28,671 | 43,148 | 9,074 | 9,074 | | 9,074 |
| Interfund Revenue | 4,179,484 | 4,143,703 | 4,821,685 | 5,114,340 | 292,655 | 5,348,585 |
| Miscellaneous Revenue | 1,897 | 6,151 | | | | |
| Other Financing Sources | 389 | 99 | | | | |
| TOTAL SOURCES | 4,210,441 | 4,193,101 | 4,865,759 | 5,158,414 | 292,655 | 5,392,659 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 3,234,271 | 3,242,995 | 3,977,354 | 4,100,768 | 123,414 | 4,335,013 |
| Services and Supplies | 680,882 | 720,117 | 512,347 | 670,123 | 157,776 | 670,123 |
| Other Charges | 538,623 | 567,665 | 472,682 | 484,147 | 11,465 | 484,147 |
| Gross Appropriations | 4,453,776 | 4,530,776 | 4,962,383 | 5,255,038 | 292,655 | 5,489,283 |
| Intrafund Transfers | (228,137) | (241,051) | | | | |
| TOTAL REQUIREMENTS | 4,225,639 | 4,289,725 | 4,962,383 | 5,255,038 | 292,655 | 5,489,283 |
| NET COUNTY COST | 15,198 | 96,624 | 96,624 | 96,624 | | 96,624 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 31.0 | 30.0 | 30.0 | 30.0 | | 30.0 |
| Funded FTE | 30.5 | 29.8 | 29.5 | 29.5 | | 29.5 |

Facilities Services (4730P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 446,626 | 456,352 | 438,838 | 474,844 | 36,006 | 474,844 |
| Intergovernmental Revenues | 71,579 | | | 1,893,169 | 1,893,169 | 1,893,169 |
| Charges for Services | 28,737 | 829,585 | 62,398 | 52,398 | (10,000) | 52,398 |
| Interfund Revenue | 6,493,984 | 6,459,514 | 6,521,468 | 6,215,669 | (305,799) | 6,438,205 |
| Miscellaneous Revenue | 206,167 | 703,048 | 188,600 | 278,156 | 89,556 | 278,156 |
| Total Revenue | 7,247,092 | 8,448,499 | 7,211,304 | 8,914,236 | 1,702,932 | 9,136,772 |
| Fund Balance | (266,079) | | 179 | | (179) | |
| TOTAL SOURCES | 6,981,013 | 8,448,499 | 7,211,483 | 8,914,236 | 1,702,753 | 9,136,772 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 8,826,416 | 9,752,596 | 11,192,083 | 11,242,492 | 50,409 | 11,926,674 |
| Services and Supplies | 12,665,247 | 12,845,330 | 12,285,583 | 11,929,295 | (356,288) | 11,929,295 |
| Other Charges | 1,933,225 | 2,687,145 | 2,997,985 | 3,061,879 | 63,894 | 3,061,879 |
| Other Financing Uses | 3,869,051 | 8,867,677 | 12,619,374 | 13,058,666 | 439,292 | 13,058,666 |
| Gross Appropriations | 27,293,938 | 34,152,748 | 39,095,025 | 39,292,332 | 197,307 | 39,976,514 |
| Intrafund Transfers | (18,390,175) | (25,383,608) | (31,023,121) | (29,975,896) | 1,047,225 | (30,329,542) |
| Net Appropriations | 8,903,764 | 8,769,140 | 8,071,904 | 9,316,436 | 1,244,532 | 9,646,972 |
| Contingencies/Dept Reserves | | | 179 | | (179) | |
| TOTAL REQUIREMENTS | 8,903,764 | 8,769,140 | 8,072,083 | 9,316,436 | 1,244,353 | 9,646,972 |
| NET COUNTY COST | 1,922,750 | 320,641 | 860,600 | 402,200 | (458,400) | 510,200 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 106.0 | 112.0 | 112.0 | 106.0 | (6.0) | 106.0 |
| Funded FTE | 104.4 | 110.2 | 111.9 | 106.0 | (6.0) | 106.0 |

Road Construction and Operations (4520P) Special Revenue Funds

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|--------------------|--------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | | 100 | 240,000 | 80,000 | (160,000) | 80,000 |
| Use of Money and Property | 502,440 | 507,653 | 287,679 | 287,679 | | 287,679 |
| Intergovernmental Revenues | 18,095,634 | 16,551,546 | 26,457,123 | 14,454,480 | (12,002,643) | 14,943,946 |
| Charges for Services | 682,131 | 584,637 | 456,006 | 307,500 | (148,506) | 307,500 |
| Interfund Revenue | 652,279 | 693,321 | 570,000 | 340,000 | (230,000) | 340,000 |
| Miscellaneous Revenue | 612,164 | 1,514,300 | 7,137,356 | 248,000 | (6,889,356) | 248,000 |
| Total Revenue | 20,544,649 | 19,851,556 | 35,148,164 | 15,717,659 | (19,430,505) | 16,207,125 |
| Fund Balance | 6,624,044 | 9,661,386 | 8,896,511 | 16,263,366 | 7,366,855 | 10,414,401 |
| TOTAL SOURCES | 27,168,693 | 29,512,942 | 44,044,675 | 31,981,025 | (12,063,650) | 26,621,526 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,379,385 | 6,622,716 | 7,601,976 | 7,836,495 | 234,519 | 8,325,961 |
| Services and Supplies | 8,907,886 | 8,643,143 | 17,273,654 | 10,526,697 | (6,746,957) | 10,830,127 |
| Other Charges | 566,100 | 579,084 | 933,038 | 968,214 | 35,176 | 968,214 |
| Fixed Assets | 2,343,334 | 2,476,053 | 4,245,006 | 2,235,218 | (2,009,788) | 1,931,788 |
| Net Appropriations | 18,196,705 | 18,320,995 | 30,053,674 | 21,566,624 | (8,487,050) | 22,056,090 |
| Contingencies/Dept Reserves | 5,974,105 | 5,508,978 | 10,803,468 | 6,976,868 | (3,826,600) | 1,077,903 |
| Non-General Fund Reserves | 3,687,281 | 3,387,533 | 3,187,533 | 3,437,533 | 250,000 | 3,487,533 |
| TOTAL REQUIREMENTS | 27,858,091 | 27,217,506 | 44,044,675 | 31,981,025 | (12,063,650) | 26,621,526 |
| NET COUNTY COST | 689,399 | (2,295,436) | | | | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 70.0 | 70.0 | 70.0 | 70.0 | | 70.0 |
| Funded FTE | 70.0 | 70.0 | 70.0 | 70.0 | | 70.0 |

Construction Services (4740P)
Construction Services Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | (27,743) | (32,762) | | | | |
| Charges for Services | 172,130 | 271,594 | 369,846 | 50,343 | (319,503) | 50,343 |
| Interfund Revenue | 3,959,036 | 3,840,887 | 4,477,998 | 3,510,613 | (967,385) | 3,607,108 |
| Miscellaneous Revenue | 18,352 | 21,373 | | | | |
| Total Revenue | 4,121,775 | 4,101,092 | 4,847,844 | 3,560,956 | (1,286,888) | 3,657,451 |
| Fund Balance | 131,607 | 215,077 | 46,171 | | (46,171) | 81,107 |
| TOTAL SOURCES | 4,253,382 | 4,316,169 | 4,894,015 | 3,560,956 | (1,333,059) | 3,738,558 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 3,060,092 | 3,024,525 | 3,364,319 | 2,073,245 | (1,291,074) | 2,250,847 |
| Services and Supplies | 875,021 | 1,140,963 | 1,141,776 | 1,126,186 | (15,590) | 1,126,186 |
| Other Charges | 120,729 | 138,441 | 306,813 | 280,418 | (26,395) | 280,418 |
| Gross Appropriations | 4,055,841 | 4,303,929 | 4,812,908 | 3,479,849 | (1,333,059) | 3,657,451 |
| Intrafund Transfers | (17,536) | (33,931) | | | | |
| Net Appropriations | 4,038,305 | 4,269,998 | 4,812,908 | 3,479,849 | (1,333,059) | 3,657,451 |
| Contingencies/Dept Reserves | 215,077 | 46,171 | 81,107 | 81,107 | | 81,107 |
| TOTAL REQUIREMENTS | 4,253,382 | 4,316,169 | 4,894,015 | 3,560,956 | (1,333,059) | 3,738,558 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 30.0 | 29.0 | 29.0 | 16.0 | (13.0) | 16.0 |
| Funded FTE | 29.9 | 28.9 | 28.8 | 17.0 | (11.8) | 17.0 |

Vehicle and Equipment Services (4760P) ALL FUNDS

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 352,526 | 292,753 | 175,000 | | (175,000) | |
| Intergovernmental Revenues | 26,000 | | | | | |
| Charges for Services | 14,316 | | 16,000 | 10,000 | (6,000) | 10,000 |
| Interfund Revenue | 6,117,666 | 6,177,285 | 5,992,091 | 6,115,236 | 123,145 | 6,802,898 |
| Miscellaneous Revenue | 85,969 | 116,455 | 81,700 | 51,700 | (30,000) | 51,700 |
| Other Financing Sources | | | 3,000 | 1,000 | (2,000) | 1,000 |
| Total Revenue | 6,596,477 | 6,586,493 | 6,267,791 | 6,177,936 | (89,855) | 6,865,598 |
| Fund Balance | 7,635,257 | 6,809,524 | 5,900,224 | 5,806,200 | (94,024) | 5,465,414 |
| TOTAL SOURCES | 14,231,734 | 13,396,017 | 12,168,015 | 11,984,136 | (183,879) | 12,331,012 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,255,024 | 2,411,983 | 2,660,837 | 2,799,177 | 138,340 | 2,954,703 |
| Services and Supplies | 4,594,035 | 4,245,115 | 4,342,237 | 3,993,259 | (348,978) | 3,993,259 |
| Other Charges | 637,996 | 743,872 | 841,311 | 785,609 | (55,702) | 785,609 |
| Fixed Assets | 1,974,185 | 3,859,332 | 2,939,000 | 2,030,500 | (908,500) | 2,620,700 |
| Other Financing Uses | | | | 95,000 | 95,000 | 95,000 |
| Gross Appropriations | 9,461,240 | 11,260,302 | 10,783,385 | 9,703,545 | (1,079,840) | 10,449,271 |
| Intrafund Transfers | (2,728,428) | (1,469,073) | (3,246,785) | (3,184,823) | 61,962 | (3,242,887) |
| Net Appropriations | 6,732,812 | 9,791,229 | 7,536,600 | 6,518,722 | (1,017,878) | 7,206,384 |
| Non-General Fund Reserves | 6,809,524 | 5,900,224 | 4,631,415 | 5,465,414 | 833,999 | 5,124,628 |
| TOTAL REQUIREMENTS | 13,542,336 | 15,691,453 | 12,168,015 | 11,984,136 | (183,879) | 12,331,012 |
| NET COUNTY COST | (689,398) | 2,295,436 | | | | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 24.0 | 25.0 | 25.0 | 25.0 | | 25.0 |
| Funded FTE | 24.0 | 25.0 | 25.0 | 25.0 | | 25.0 |

Waste Management (4820P)
Solid Waste Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 5,222,110 | 5,169,225 | 5,040,643 | 4,866,024 | (174,619) | 4,727,088 |
| Use of Money and Property | 432,983 | 314,262 | 150,000 | 50,000 | (100,000) | 25,000 |
| Intergovernmental Revenues | 26,155 | 17,371 | 160,250 | 131,000 | (29,250) | 131,000 |
| Charges for Services | 31,794 | 32,080 | 30,000 | 40,000 | 10,000 | 40,000 |
| Interfund Revenue | 65,011 | 30,788 | 870,000 | | (870,000) | 6,000 |
| Miscellaneous Revenue | 25,675 | 46,502 | 25,000 | 25,000 | | 35,000 |
| Total Revenue | 5,803,729 | 5,610,226 | 6,275,893 | 5,112,024 | (1,163,869) | 4,964,088 |
| Fund Balance | 8,777,576 | 6,680,251 | 6,288,448 | 3,926,439 | (2,362,009) | 1,100,687 |
| TOTAL SOURCES | 14,581,305 | 12,290,478 | 12,564,341 | 9,038,463 | (3,525,878) | 6,064,775 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 795,066 | 948,672 | 1,087,444 | 1,221,467 | 134,023 | 1,296,668 |
| Services and Supplies | 4,891,208 | 2,336,089 | 6,063,941 | 4,949,795 | (1,114,146) | 3,001,593 |
| Other Charges | 1,910,187 | 2,681,838 | 1,742,141 | 1,539,649 | (202,492) | 1,539,649 |
| Fixed Assets | 227,797 | | | | | |
| Other Financing Uses | 76,795 | 35,430 | 226,865 | 226,865 | | 226,865 |
| Net Appropriations | 7,901,053 | 6,002,030 | 9,120,391 | 7,937,776 | (1,182,615) | 6,064,775 |
| Contingencies/Dept Reserves | | 390,000 | 1,457,333 | 600,687 | (856,646) | |
| Non-General Fund Reserves | 6,680,251 | 5,898,448 | 1,986,617 | 500,000 | (1,486,617) | |
| TOTAL REQUIREMENTS | 14,581,304 | 12,290,478 | 12,564,341 | 9,038,463 | (3,525,878) | 6,064,775 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 8.0 | 8.0 | 9.0 | 9.0 | | 9.0 |
| Funded FTE | 7.8 | 7.8 | 8.3 | 8.8 | 0.5 | 8.8 |

Transportation Services (4830P)
Half-Cent Transportation Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 1,139,801 | 1,179,169 | 1,381,925 | 1,398,345 | 16,420 | 1,413,009 |
| Use of Money and Property | 34,810 | 5,284 | | | | |
| Charges for Services | 690,654 | 1,029,204 | 1,202,414 | 1,314,294 | 111,880 | 1,381,690 |
| Interfund Revenue | | 5,507 | | | | |
| Miscellaneous Revenue | 456 | 41,193 | | | | |
| Total Revenue | 1,865,720 | 2,260,358 | 2,584,339 | 2,712,639 | 128,300 | 2,794,699 |
| Fund Balance | 1,091,454 | 3,390 | 2,433 | 2,433 | | |
| TOTAL SOURCES | 2,957,174 | 2,263,748 | 2,586,772 | 2,715,072 | 128,300 | 2,794,699 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 638,930 | 794,112 | 1,235,323 | 1,315,554 | 80,231 | 1,395,181 |
| Services and Supplies | 1,477,756 | 1,367,351 | 1,203,009 | 1,243,475 | 40,466 | 1,243,475 |
| Other Charges | 284,319 | 99,851 | 148,440 | 156,043 | 7,603 | 156,043 |
| Other Financing Uses | 552,780 | | | | | |
| Net Appropriations | 2,953,785 | 2,261,315 | 2,586,772 | 2,715,072 | 128,300 | 2,794,699 |
| Contingencies/Dept Reserves | 3,390 | 2,433 | | | | |
| TOTAL REQUIREMENTS | 2,957,175 | 2,263,748 | 2,586,772 | 2,715,072 | 128,300 | 2,794,699 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 6.0 | 8.0 | 8.0 | 8.0 | | 8.0 |
| Funded FTE | 6.0 | 6.7 | 8.0 | 8.0 | | 8.0 |

Utilities (4840B)
ALL FUNDS

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 5,288,477 | 5,273,117 | 4,496,022 | 4,768,294 | 272,272 | 4,768,294 |
| Licenses, Permits and Franchises | 470,337 | 491,732 | 453,618 | 467,994 | 14,376 | 467,994 |
| Use of Money and Property | 1,193,307 | 1,262,020 | 793,700 | 765,865 | (27,835) | 765,865 |
| Intergovernmental Revenues | 56,649 | 37,085 | 35,183 | 34,602 | (581) | 34,602 |
| Charges for Services | 6,177,180 | 8,638,786 | 8,848,839 | 9,118,464 | 269,625 | 9,118,464 |
| Interfund Revenue | 1,798,616 | 1,995,463 | 2,222,437 | 2,505,882 | 283,445 | 2,630,893 |
| Miscellaneous Revenue | 1,106,471 | 394,007 | 21,225 | | (21,225) | |
| Other Financing Sources | 1,610,000 | 1,610,000 | 2,437,586 | 2,710,000 | 272,414 | 2,710,000 |
| Total Revenue | 17,701,036 | 19,702,211 | 19,308,610 | 20,371,101 | 1,062,491 | 20,496,112 |
| Fund Balance | 25,740,581 | 30,503,674 | 33,866,557 | 31,322,107 | (2,544,450) | 21,985,030 |
| TOTAL SOURCES | 43,441,617 | 50,205,885 | 53,175,167 | 51,693,208 | (1,481,959) | 42,481,142 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,475,726 | 1,669,723 | 1,884,821 | 1,994,057 | 109,236 | 2,119,068 |
| Services and Supplies | 7,667,185 | 10,640,941 | 13,534,209 | 15,655,304 | 2,121,095 | 14,766,288 |
| Other Charges | 1,349,056 | 1,276,978 | 2,229,960 | 2,003,697 | (226,263) | 848,683 |
| Fixed Assets | 118,525 | 40,980 | 6,286,586 | 6,665,000 | 378,414 | |
| Other Financing Uses | 3,220,866 | 3,218,019 | 4,046,647 | 4,314,059 | 267,412 | 4,240,567 |
| Gross Appropriations | 13,831,358 | 16,846,641 | 27,982,223 | 30,632,117 | 2,649,894 | 21,974,606 |
| Intrafund Transfers | (659,803) | (628,014) | (723,933) | (1,044,645) | (320,712) | (1,044,645) |
| Net Appropriations | 13,171,555 | 16,218,627 | 27,258,290 | 29,587,472 | 2,329,182 | 20,929,961 |
| Contingencies/Dept Reserves | 29,690,886 | 33,816,485 | 25,743,119 | 21,930,611 | (3,812,508) | 21,372,400 |
| Non-General Fund Reserves | 41,452 | 50,072 | 53,052 | 54,419 | 1,367 | 58,075 |
| TOTAL REQUIREMENTS | 42,903,893 | 50,085,184 | 53,054,461 | 51,572,502 | (1,481,959) | 42,360,436 |
| NET COUNTY COST | (537,724) | (120,701) | (120,706) | (120,706) | | (120,706) |

AUTHORIZED POSITIONS

| | | | | | | |
|-------------------|------|------|------|------|-----|------|
| Salary Resolution | 15.0 | 16.0 | 16.0 | 16.0 | | 16.0 |
| Funded FTE | 15.0 | 16.0 | 15.9 | 16.0 | 0.1 | 16.0 |

Airports (4850P)
County Airports Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 15,500 | 15,500 | 15,500 | 15,500 | | 15,500 |
| Use of Money and Property | 2,141,517 | 2,290,754 | 2,182,500 | 2,284,252 | 101,752 | 2,284,252 |
| Intergovernmental Revenues | 2,805,119 | 144,982 | 2,737,713 | 3,127,000 | 389,287 | |
| Charges for Services | 31,471 | 49,571 | 43,200 | 41,900 | (1,300) | 41,900 |
| Miscellaneous Revenue | 56,989 | 87,014 | 29,800 | 71,800 | 42,000 | 71,800 |
| Other Financing Sources | | 4,000,000 | | | | |
| Total Revenue | 5,050,596 | 6,587,822 | 5,008,713 | 5,540,452 | 531,739 | 2,413,452 |
| Fund Balance | 2,423,270 | 2,852,650 | 689,112 | 1,045,612 | 356,500 | 483,234 |
| TOTAL SOURCES | 7,473,866 | 9,440,471 | 5,697,825 | 6,586,064 | 888,239 | 2,896,686 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 877,962 | 919,070 | 1,019,790 | 1,064,891 | 45,101 | 1,124,296 |
| Services and Supplies | 656,435 | 723,969 | 708,033 | 845,644 | 137,611 | 845,644 |
| Other Charges | 623,021 | 754,461 | 877,054 | 692,795 | (184,259) | 692,795 |
| Fixed Assets | 2,785,621 | 6,387,184 | 2,992,948 | 3,539,500 | 546,552 | |
| Gross Appropriations | 4,943,039 | 8,784,683 | 5,597,825 | 6,142,830 | 545,005 | 2,662,735 |
| Intrafund Transfers | (30,340) | (33,324) | | (40,000) | (40,000) | (40,000) |
| Net Appropriations | 4,912,700 | 8,751,359 | 5,597,825 | 6,102,830 | 505,005 | 2,622,735 |
| Non-General Fund Reserves | 2,561,166 | 689,112 | 100,000 | 483,234 | 383,234 | 273,951 |
| TOTAL REQUIREMENTS | 7,473,866 | 9,440,471 | 5,697,825 | 6,586,064 | 888,239 | 2,896,686 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 8.0 | 9.0 | 9.0 | 9.0 | | 9.0 |
| Funded FTE | 8.0 | 8.9 | 9.0 | 9.0 | | 9.0 |

Capital Projects (8500B)
Capital Project Funds

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 89,537 | 83,786 | | | | |
| Intergovernmental Revenues | 25,000 | 44,727 | | | | |
| Charges for Services | 170 | 1,040 | 1,079,029 | 2,048,024 | 968,995 | 1,754,895 |
| Miscellaneous Revenue | 217,433 | 25,379 | 28,256 | 4,139 | (24,117) | 2,069 |
| Other Financing Sources | 9,630,298 | 8,434,282 | 25,254,125 | 29,355,821 | 4,101,696 | 14,677,909 |
| Total Revenue | 9,962,437 | 8,589,214 | 26,361,410 | 31,407,984 | 5,046,574 | 16,434,873 |
| Fund Balance | 2,112,101 | 2,307,642 | 1,946,680 | 1,461,764 | (484,916) | |
| TOTAL SOURCES | 12,074,538 | 10,896,856 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |
| REQUIREMENTS | | | | | | |
| Other Charges | 2,000,000 | | | | | |
| Fixed Assets | 7,766,896 | 8,950,177 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |
| Net Appropriations | 9,766,896 | 8,950,177 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |
| Contingencies/Dept Reserves | 2,307,642 | 1,946,680 | | | | |
| TOTAL REQUIREMENTS | 12,074,538 | 10,896,857 | 28,308,090 | 32,869,748 | 4,561,658 | 16,434,873 |

Environmental Services Administration (3500B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 158 | | | | | |
| Total Revenue | 158 | | | | | |
| TOTAL SOURCES | 158 | | | | | |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 285,580 | | | | | |
| Services and Supplies | 5,960 | | | | | |
| Other Charges | 15,726 | | | | | |
| Gross Appropriations | 307,265 | | | | | |
| Net Appropriations | 307,265 | | | | | |
| TOTAL REQUIREMENTS | 307,265 | | | | | |
| NET COUNTY COST | 307,108 | | | | | |

BOS District 1 (1110P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fund Balance | 23,552 | 114,488 | 115,315 | 65,877 | (49,438) | 65,877 |
| TOTAL SOURCES | 23,560 | 114,488 | 115,315 | 65,877 | (49,438) | 65,877 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 362,696 | 480,996 | 575,885 | 584,154 | 8,269 | 618,156 |
| Services and Supplies | 40,168 | 37,321 | 65,264 | 51,827 | (13,437) | 46,827 |
| Other Charges | 32,362 | 35,719 | 36,766 | 39,105 | 2,339 | 39,105 |
| Net Appropriations | 435,226 | 554,036 | 677,915 | 675,086 | (2,829) | 704,088 |
| Contingencies/Dept Reserves | 11,044 | 67,000 | 21,626 | 21,626 | | 21,626 |
| TOTAL REQUIREMENTS | 446,270 | 621,036 | 699,541 | 696,712 | (2,829) | 725,714 |
| NET COUNTY COST | 422,710 | 506,548 | 584,226 | 630,835 | 46,609 | 659,837 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

BOS District 2 (1120P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 40 | 9,000 | 9,000 | | (9,000) | |
| Total Revenue | 40 | 9,000 | 9,000 | | (9,000) | |
| Fund Balance | 621 | 40,868 | 35,388 | 53,377 | 17,989 | 53,377 |
| TOTAL SOURCES | 661 | 49,868 | 44,388 | 53,377 | 8,989 | 53,377 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 458,260 | 586,869 | 599,568 | 582,606 | (16,962) | 608,883 |
| Services and Supplies | 38,995 | 36,874 | 36,900 | 60,115 | 23,215 | 60,115 |
| Other Charges | 32,422 | 37,311 | 35,842 | 40,489 | 4,647 | 40,489 |
| Net Appropriations | 529,677 | 661,054 | 672,310 | 683,210 | 10,900 | 709,487 |
| Contingencies/Dept Reserves | 10,908 | 29,402 | 13,826 | 13,826 | | 13,826 |
| TOTAL REQUIREMENTS | 540,585 | 690,456 | 686,136 | 697,036 | 10,900 | 723,313 |
| NET COUNTY COST | 539,924 | 640,588 | 641,748 | 643,659 | 1,911 | 669,936 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

BOS District 3 (1130P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 40 | | | | | |
| Total Revenue | 40 | | | | | |
| Fund Balance | 17,899 | 41,088 | 50,301 | 53,733 | 3,432 | 53,733 |
| TOTAL SOURCES | 17,939 | 41,088 | 50,301 | 53,733 | 3,432 | 53,733 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 451,135 | 480,212 | 544,530 | 566,480 | 21,950 | 593,551 |
| Services and Supplies | 45,410 | 44,658 | 49,020 | 54,020 | 5,000 | 48,877 |
| Other Charges | 30,389 | 34,040 | 35,697 | 35,717 | 20 | 35,717 |
| Net Appropriations | 526,935 | 558,910 | 629,247 | 656,217 | 26,970 | 678,145 |
| Contingencies/Dept Reserves | 10,875 | 19,225 | 12,615 | 15,615 | 3,000 | 15,615 |
| TOTAL REQUIREMENTS | 537,810 | 578,135 | 641,862 | 671,832 | 29,970 | 693,760 |
| NET COUNTY COST | 519,871 | 537,047 | 591,561 | 618,099 | 26,538 | 640,027 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

BOS District 4 (1140P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fund Balance | 34,901 | 116,837 | 119,651 | 107,693 | (11,958) | 107,693 |
| TOTAL SOURCES | 34,901 | 116,837 | 119,651 | 107,693 | (11,958) | 107,693 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 371,022 | 457,807 | 504,616 | 550,158 | 45,542 | 581,798 |
| Services and Supplies | 44,750 | 55,525 | 85,800 | 79,100 | (6,700) | 73,100 |
| Other Charges | 32,084 | 34,937 | 35,243 | 35,022 | (221) | 35,022 |
| Net Appropriations | 447,856 | 548,268 | 625,659 | 664,280 | 38,621 | 689,920 |
| Contingencies/Dept Reserves | 12,458 | 33,016 | 49,836 | 29,836 | (20,000) | 29,836 |
| TOTAL REQUIREMENTS | 460,314 | 581,284 | 675,495 | 694,116 | 18,621 | 719,756 |
| NET COUNTY COST | 425,413 | 464,447 | 555,844 | 586,423 | 30,579 | 612,063 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

BOS District 5 (1150P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | | 525 | | | | |
| Total Revenue | | 525 | | | | |
| Fund Balance | 2,293 | 50,599 | 31,180 | 37,416 | 6,236 | 37,416 |
| TOTAL SOURCES | 2,293 | 51,124 | 31,180 | 37,416 | 6,236 | 37,416 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 470,490 | 550,319 | 537,545 | 560,424 | 22,879 | 582,475 |
| Services and Supplies | 33,868 | 36,613 | 43,545 | 43,545 | | 43,409 |
| Other Charges | 32,790 | 35,537 | 34,741 | 36,418 | 1,677 | 36,418 |
| Net Appropriations | 537,148 | 622,469 | 615,831 | 640,387 | 24,556 | 662,302 |
| Contingencies/Dept Reserves | 11,822 | 15,931 | 12,931 | 12,931 | | 12,931 |
| TOTAL REQUIREMENTS | 548,970 | 638,400 | 628,762 | 653,318 | 24,556 | 675,233 |
| NET COUNTY COST | 546,677 | 587,276 | 597,582 | 615,902 | 18,320 | 637,817 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 4.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

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

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 133,689 | 138,215 | 127,300 | 13,100 | (114,200) | 13,100 |
| Charges for Services | 194,288 | 190,115 | 200,552 | 208,998 | 8,446 | 208,998 |
| Interfund Revenue | 275,930 | 206,472 | 281,472 | 232,532 | (48,940) | 232,532 |
| Miscellaneous Revenue | 87,938 | 144,457 | 75,499 | 84,450 | 8,951 | 84,450 |
| Other Financing Sources | 1,768 | 2,261 | 46,863 | 48,918 | 2,055 | 48,918 |
| Total Revenue | 693,613 | 681,520 | 731,686 | 587,998 | (143,688) | 587,998 |
| Fund Balance | 664,974 | 1,052,037 | 1,777,770 | 1,247,168 | (530,602) | 1,147,168 |
| TOTAL SOURCES | 1,358,587 | 1,733,557 | 2,509,456 | 1,835,166 | (674,290) | 1,735,166 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 4,464,853 | 5,350,941 | 5,917,080 | 5,915,984 | (1,096) | 6,223,571 |
| Services and Supplies | 995,421 | 1,128,872 | 1,859,488 | 2,028,470 | 168,982 | 1,851,800 |
| Other Charges | 1,525,579 | 1,784,056 | 1,935,069 | 988,280 | (946,789) | 913,280 |
| Fixed Assets | | | | 10,000 | 10,000 | |
| Gross Appropriations | 6,985,853 | 8,263,869 | 9,711,637 | 8,942,734 | (768,903) | 8,988,651 |
| Intrafund Transfers | (640,426) | (619,484) | (693,184) | (677,058) | 16,126 | (665,877) |
| Net Appropriations | 6,345,428 | 7,644,385 | 9,018,453 | 8,265,676 | (752,777) | 8,322,774 |
| Contingencies/Dept Reserves | 248,419 | 565,488 | 683,250 | 683,250 | | 658,250 |
| TOTAL REQUIREMENTS | 6,593,847 | 8,209,873 | 9,701,703 | 8,948,926 | (752,777) | 8,981,024 |
| NET COUNTY COST | 5,235,260 | 6,476,316 | 7,192,247 | 7,113,760 | (78,487) | 7,245,858 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 40.0 | 40.0 | 40.0 | 40.0 | | 40.0 |
| Funded FTE | 39.0 | 39.5 | 39.5 | 39.5 | | 39.5 |

County Management (1210P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 120,426 | 120,426 | 115,000 | | (115,000) | |
| Interfund Revenue | 142,611 | 81,113 | 148,219 | 122,801 | (25,418) | 122,801 |
| Miscellaneous Revenue | 7,596 | 5,633 | | | | |
| Other Financing Sources | | | 45,363 | 46,718 | 1,355 | 46,718 |
| Total Revenue | 270,633 | 207,172 | 308,582 | 169,519 | (139,063) | 169,519 |
| Fund Balance | 664,974 | 938,327 | 1,264,431 | 864,280 | (400,151) | 864,280 |
| TOTAL SOURCES | 935,607 | 1,145,499 | 1,573,013 | 1,033,799 | (539,214) | 1,033,799 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,352,410 | 2,921,062 | 3,380,286 | 3,334,806 | (45,480) | 3,495,669 |
| Services and Supplies | 379,246 | 451,033 | 721,986 | 1,075,894 | 353,908 | 1,060,610 |
| Other Charges | 1,289,514 | 1,531,490 | 1,670,895 | 735,597 | (935,298) | 660,597 |
| Fixed Assets | | | | 10,000 | 10,000 | |
| Gross Appropriations | 4,021,169 | 4,903,585 | 5,773,167 | 5,156,297 | (616,870) | 5,216,876 |
| Intrafund Transfers | (168,915) | (189,477) | (179,810) | (185,153) | (5,343) | (185,153) |
| Net Appropriations | 3,852,254 | 4,714,108 | 5,593,357 | 4,971,144 | (622,213) | 5,031,723 |
| Contingencies/Dept Reserves | 248,419 | 464,278 | 594,914 | 594,914 | | 569,914 |
| TOTAL REQUIREMENTS | 4,100,673 | 5,178,386 | 6,188,271 | 5,566,058 | (622,213) | 5,601,637 |
| NET COUNTY COST | 3,165,066 | 4,032,887 | 4,615,258 | 4,532,259 | (82,999) | 4,567,838 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 17.0 | 17.0 | 17.0 | 17.0 | | 17.0 |
| Funded FTE | 16.5 | 17.0 | 17.0 | 17.0 | | 17.0 |

Intergovernmental Affairs (1214P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 156,069 | 133,959 | 131,988 | 139,925 | 7,937 | 139,925 |
| Interfund Revenue | | 20,000 | 20,000 | | (20,000) | |
| Miscellaneous Revenue | 18,082 | 58,600 | 500 | 500 | | 500 |
| Total Revenue | 174,151 | 212,558 | 152,488 | 140,425 | (12,063) | 140,425 |
| Fund Balance | | 88,231 | 456,288 | 325,837 | (130,451) | 225,837 |
| TOTAL SOURCES | 174,151 | 300,789 | 608,776 | 466,262 | (142,514) | 366,262 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 611,235 | 791,367 | 811,023 | 789,801 | (21,222) | 834,995 |
| Services and Supplies | 143,620 | 229,857 | 635,103 | 499,205 | (135,898) | 384,781 |
| Other Charges | 17,993 | 31,138 | 18,495 | 2,557 | (15,938) | 2,557 |
| Gross Appropriations | 772,849 | 1,052,362 | 1,464,621 | 1,291,563 | (173,058) | 1,222,333 |
| Intrafund Transfers | (60,418) | (62,758) | (74,250) | (52,326) | 21,924 | (52,326) |
| Net Appropriations | 712,431 | 989,604 | 1,390,371 | 1,239,237 | (151,134) | 1,170,007 |
| Contingencies/Dept Reserves | | 80,731 | 31,285 | 31,285 | | 31,285 |
| TOTAL REQUIREMENTS | 712,431 | 1,070,335 | 1,421,656 | 1,270,522 | (151,134) | 1,201,292 |
| NET COUNTY COST | 538,280 | 769,546 | 812,880 | 804,260 | (8,620) | 835,030 |
| AUTHORIZED POSITIONS | | | | | | |
| 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 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 36,848 | 30,983 | 38,250 | 38,250 | | 38,250 |
| Miscellaneous Revenue | 108 | 202 | | | | |
| Total Revenue | 36,956 | 31,185 | 38,250 | 38,250 | | 38,250 |
| Fund Balance | | | 47,696 | 47,696 | | 47,696 |
| TOTAL SOURCES | 36,956 | 31,185 | 85,946 | 85,946 | | 85,946 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 319,842 | 339,670 | 343,406 | 351,743 | 8,337 | 369,280 |
| Services and Supplies | 86,170 | 53,898 | 105,232 | 101,441 | (3,791) | 96,062 |
| Other Charges | 27,118 | 19,268 | 27,497 | 18,307 | (9,190) | 18,307 |
| Net Appropriations | 433,130 | 412,836 | 476,135 | 471,491 | (4,644) | 483,649 |
| Contingencies/Dept Reserves | | | 47,696 | 47,696 | | 47,696 |
| TOTAL REQUIREMENTS | 433,130 | 412,836 | 523,831 | 519,187 | (4,644) | 531,345 |
| NET COUNTY COST | 396,174 | 381,650 | 437,885 | 433,241 | (4,644) | 445,399 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 3.0 | 3.0 | 3.0 | 3.0 | | 3.0 |
| Funded FTE | 3.0 | 3.0 | 3.0 | 3.0 | | 3.0 |

Shared Services (1250P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 13,263 | 17,789 | 12,300 | 13,100 | 800 | 13,100 |
| Charges for Services | 1,370 | 25,173 | 30,314 | 30,823 | 509 | 30,823 |
| Interfund Revenue | 133,319 | 105,358 | 113,253 | 109,731 | (3,522) | 109,731 |
| Miscellaneous Revenue | 62,152 | 80,023 | 74,999 | 83,950 | 8,951 | 83,950 |
| Other Financing Sources | 1,768 | 2,261 | 1,500 | 2,200 | 700 | 2,200 |
| Total Revenue | 211,873 | 230,604 | 232,366 | 239,804 | 7,438 | 239,804 |
| Fund Balance | | 25,479 | 9,355 | 9,355 | | 9,355 |
| TOTAL SOURCES | 211,873 | 256,083 | 241,721 | 249,159 | 7,438 | 249,159 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,181,366 | 1,298,842 | 1,382,365 | 1,439,634 | 57,269 | 1,523,627 |
| Services and Supplies | 386,385 | 394,084 | 397,167 | 351,930 | (45,237) | 310,347 |
| Other Charges | 190,954 | 202,160 | 218,182 | 231,819 | 13,637 | 231,819 |
| Gross Appropriations | 1,758,705 | 1,895,086 | 1,997,714 | 2,023,383 | 25,669 | 2,065,793 |
| Intrafund Transfers | (411,093) | (367,249) | (439,124) | (439,579) | (455) | (428,398) |
| Net Appropriations | 1,347,612 | 1,527,837 | 1,558,590 | 1,583,804 | 25,214 | 1,637,395 |
| Contingencies/Dept Reserves | | 20,479 | 9,355 | 9,355 | | 9,355 |
| TOTAL REQUIREMENTS | 1,347,612 | 1,548,316 | 1,567,945 | 1,593,159 | 25,214 | 1,646,750 |
| NET COUNTY COST | 1,135,739 | 1,292,233 | 1,326,224 | 1,344,000 | 17,776 | 1,397,591 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 15.0 | 15.0 | 15.0 | 15.0 | | 15.0 |
| Funded FTE | 14.5 | 14.5 | 14.5 | 14.4 | (0.1) | 14.4 |

Real Property Services (1220B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 258,610 | 229,384 | 250,213 | 256,539 | 6,326 | 256,539 |
| Charges for Services | 106,492 | 31,620 | 50,000 | 50,000 | | 50,000 |
| Interfund Revenue | 2,440,773 | 2,343,961 | 2,416,387 | 2,776,341 | 359,954 | 2,776,341 |
| Miscellaneous Revenue | 20,136 | 14,564 | | | | |
| Total Revenue | 2,826,011 | 2,619,529 | 2,716,600 | 3,082,880 | 366,280 | 3,082,880 |
| Fund Balance | 136,800 | 50,712 | 122,564 | 206,344 | 83,780 | 206,344 |
| TOTAL SOURCES | 2,962,811 | 2,670,241 | 2,839,164 | 3,289,224 | 450,060 | 3,289,224 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 614,925 | 449,996 | 579,032 | 591,611 | 12,579 | 621,515 |
| Services and Supplies | 99,177 | 8,056 | 272,675 | 247,854 | (24,821) | 247,854 |
| Other Charges | 11,464,003 | 13,899,015 | 13,530,885 | 14,527,792 | 996,907 | 14,527,792 |
| Gross Appropriations | 12,178,104 | 14,357,067 | 14,382,592 | 15,367,257 | 984,665 | 15,397,161 |
| Intrafund Transfers | (9,237,867) | (11,763,488) | (11,609,140) | (12,143,745) | (534,605) | (12,173,649) |
| Net Appropriations | 2,940,238 | 2,593,579 | 2,773,452 | 3,223,512 | 450,060 | 3,223,512 |
| Contingencies/Dept Reserves | 38,096 | 50,712 | 65,712 | 65,712 | | 65,712 |
| TOTAL REQUIREMENTS | 2,978,334 | 2,644,291 | 2,839,164 | 3,289,224 | 450,060 | 3,289,224 |
| NET COUNTY COST | 15,522 | (25,950) | | | | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 3.0 | 4.0 | 4.0 | 4.0 | | 4.0 |
| Funded FTE | 3.0 | 4.0 | 4.0 | 4.0 | | 4.0 |

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

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 9,156,756 | 348,678 | 122,000 | | (122,000) | |
| Charges for Services | 11,977,401 | 11,486,625 | 10,472,547 | 9,476,556 | (995,991) | 8,758,018 |
| Miscellaneous Revenue | 19,030 | 11,025 | 15,500 | 8,000 | (7,500) | 9,000 |
| Total Revenue | 21,153,187 | 11,846,327 | 10,610,047 | 9,484,556 | (1,125,491) | 8,767,018 |
| Fund Balance | 2,347,264 | 544,410 | 536,789 | | (536,789) | 191,602 |
| TOTAL SOURCES | 23,500,451 | 12,390,737 | 11,146,836 | 9,484,556 | (1,662,280) | 8,958,620 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 13,283,079 | 14,847,145 | 13,793,313 | 14,073,457 | 280,144 | 14,274,225 |
| Services and Supplies | 4,178,052 | 6,997,680 | 3,311,769 | 5,186,581 | 1,874,812 | 3,021,092 |
| Other Charges | 1,876,498 | 1,962,858 | 1,947,937 | 2,160,095 | 212,158 | 1,895,703 |
| Fixed Assets | 9,534,558 | | 20,000 | | (20,000) | |
| Gross Appropriations | 28,872,187 | 23,807,683 | 19,073,019 | 21,420,133 | 2,347,114 | 19,191,020 |
| Intrafund Transfers | | (3,476,110) | | (3,176,657) | (3,176,657) | (952,770) |
| TOTAL REQUIREMENTS | 28,872,187 | 20,331,573 | 19,073,019 | 18,243,476 | (829,543) | 18,238,250 |
| NET COUNTY COST | 5,371,736 | 7,940,836 | 7,926,183 | 8,758,920 | 832,737 | 9,279,630 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 123.0 | 124.0 | 119.0 | 113.0 | (6.0) | 113.0 |
| Funded FTE | 123.0 | 123.7 | 118.9 | 113.2 | (5.7) | 113.2 |

Appraisal Services (1310P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 4,323,263 | 4,366,121 | 4,417,800 | 4,522,000 | 104,200 | 4,587,000 |
| Miscellaneous Revenue | 8,813 | 7,462 | 5,000 | 5,000 | | 5,000 |
| Total Revenue | 4,332,076 | 4,373,582 | 4,422,800 | 4,527,000 | 104,200 | 4,592,000 |
| Fund Balance | 805,751 | 109,413 | 536,789 | | (536,789) | 191,602 |
| TOTAL SOURCES | 5,137,827 | 4,482,995 | 4,959,589 | 4,527,000 | (432,589) | 4,783,602 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 7,673,490 | 7,834,715 | 8,255,739 | 8,194,913 | (60,826) | 8,674,570 |
| Services and Supplies | 618,348 | 537,789 | 426,954 | 412,336 | (14,618) | 436,836 |
| Other Charges | 987,107 | 1,009,506 | 1,095,745 | 1,163,298 | 67,553 | 1,163,298 |
| Fixed Assets | | | 20,000 | | (20,000) | |
| TOTAL REQUIREMENTS | 9,278,945 | 9,382,010 | 9,798,438 | 9,770,547 | (27,891) | 10,274,704 |
| NET COUNTY COST | 4,141,118 | 4,899,015 | 4,838,849 | 5,243,547 | 404,698 | 5,491,102 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 76.0 | 76.0 | 75.0 | 72.0 | (3.0) | 72.0 |
| Funded FTE | 76.0 | 76.0 | 74.9 | 72.0 | (2.9) | 72.0 |

Administration and Support (1320P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 591,143 | 557,754 | 428,425 | 306,193 | (122,232) | 322,603 |
| Total Revenue | 591,143 | 557,754 | 428,425 | 306,193 | (122,232) | 322,603 |
| Fund Balance | 7,828 | | | | | |
| TOTAL SOURCES | 598,971 | 557,754 | 428,425 | 306,193 | (122,232) | 322,603 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,370,445 | 1,389,415 | 1,432,246 | 1,192,584 | (239,662) | 1,245,262 |
| Services and Supplies | 14,609 | 28,188 | 38,923 | 30,500 | (8,423) | 25,500 |
| Other Charges | 5,459 | 7,302 | 7,302 | 7,517 | 215 | 7,517 |
| TOTAL REQUIREMENTS | 1,390,512 | 1,424,905 | 1,478,471 | 1,230,601 | (247,870) | 1,278,279 |
| NET COUNTY COST | 791,541 | 867,151 | 1,050,046 | 924,408 | (125,638) | 955,676 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 12.0 | 12.0 | 10.0 | 8.0 | (2.0) | 8.0 |
| Funded FTE | 12.0 | 11.7 | 10.0 | 8.2 | (1.8) | 8.2 |

Elections (1330P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Intergovernmental Revenues | 9,156,756 | 348,678 | 122,000 | | (122,000) | |
| Charges for Services | 2,325,362 | 2,471,156 | 1,504,891 | 2,358,604 | 853,713 | 1,510,230 |
| Miscellaneous Revenue | 3,030 | (441) | 7,500 | 1,000 | (6,500) | 2,000 |
| Total Revenue | 11,485,148 | 2,819,392 | 1,634,391 | 2,359,604 | 725,213 | 1,512,230 |
| Fund Balance | 1,471,166 | 434,997 | | | | |
| TOTAL SOURCES | 12,956,314 | 3,254,389 | 1,634,391 | 2,359,604 | 725,213 | 1,512,230 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,188,295 | 3,511,763 | 2,104,866 | 2,629,438 | 524,572 | 2,181,849 |
| Services and Supplies | 2,995,583 | 5,721,569 | 1,980,892 | 3,980,589 | 1,999,697 | 2,112,600 |
| Other Charges | 252,088 | 269,119 | 261,795 | 346,120 | 84,325 | 264,662 |
| Fixed Assets | 9,512,274 | | | | | |
| Gross Appropriations | 14,948,240 | 9,502,452 | 4,347,553 | 6,956,147 | 2,608,594 | 4,559,111 |
| Intrafund Transfers | | (3,476,110) | | (2,534,676) | (2,534,676) | (743,127) |
| TOTAL REQUIREMENTS | 14,948,240 | 6,026,342 | 4,347,553 | 4,421,471 | 73,918 | 3,815,984 |
| NET COUNTY COST | 1,991,926 | 2,771,952 | 2,713,162 | 2,061,867 | (651,295) | 2,303,754 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 11.0 | 12.0 | 12.0 | 11.0 | (1.0) | 11.0 |
| Funded FTE | 11.0 | 12.0 | 12.0 | 11.0 | (1.0) | 11.0 |

County Clerk-Recorder (1340P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 4,737,633 | 4,091,594 | 4,121,431 | 2,289,759 | (1,831,672) | 2,338,185 |
| Miscellaneous Revenue | 7,187 | 4,004 | 3,000 | 2,000 | (1,000) | 2,000 |
| Total Revenue | 4,744,820 | 4,095,598 | 4,124,431 | 2,291,759 | (1,832,672) | 2,340,185 |
| Fund Balance | 62,519 | | | | | |
| TOTAL SOURCES | 4,807,339 | 4,095,598 | 4,124,431 | 2,291,759 | (1,832,672) | 2,340,185 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,050,850 | 2,111,251 | 2,000,462 | 2,056,522 | 56,060 | 2,172,544 |
| Services and Supplies | 549,513 | 710,134 | 865,000 | 763,156 | (101,844) | 446,156 |
| Other Charges | 631,843 | 676,931 | 583,095 | 643,160 | 60,065 | 460,226 |
| Fixed Assets | 22,284 | | | | | |
| Gross Appropriations | 3,254,490 | 3,498,316 | 3,448,557 | 3,462,838 | 14,281 | 3,078,926 |
| Intrafund Transfers | | | | (641,981) | (641,981) | (209,643) |
| TOTAL REQUIREMENTS | 3,254,490 | 3,498,316 | 3,448,557 | 2,820,857 | (627,700) | 2,869,283 |
| NET COUNTY COST | (1,552,849) | (597,283) | (675,874) | 529,098 | 1,204,972 | 529,098 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 24.0 | 24.0 | 22.0 | 22.0 | | 22.0 |
| Funded FTE | 24.0 | 24.0 | 22.0 | 22.0 | | 22.0 |

Controller's Office (1400B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 1,261,449 | 1,233,251 | 1,267,533 | 1,319,720 | 52,187 | 1,320,776 |
| Interfund Revenue | 145,320 | 141,448 | 118,309 | 124,593 | 6,284 | 128,588 |
| Miscellaneous Revenue | 145,216 | 13,040 | | | | |
| Total Revenue | 1,551,985 | 1,387,739 | 1,385,842 | 1,444,313 | 58,471 | 1,449,364 |
| Fund Balance | 928,389 | 1,003,339 | 1,070,823 | 976,397 | (94,426) | 959,397 |
| TOTAL SOURCES | 2,480,374 | 2,391,078 | 2,456,665 | 2,420,710 | (35,955) | 2,408,761 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 4,440,704 | 4,568,075 | 5,308,230 | 5,355,779 | 47,549 | 5,718,826 |
| Services and Supplies | 366,362 | 332,912 | 423,385 | 639,567 | 216,182 | 321,078 |
| Other Charges | 954,971 | 1,005,261 | 2,805,161 | 2,812,838 | 7,677 | 2,812,838 |
| Fixed Assets | 14,363 | 10,024 | | | | |
| Gross Appropriations | 5,776,400 | 5,916,273 | 8,536,776 | 8,808,184 | 271,408 | 8,852,742 |
| Intrafund Transfers | | (71,865) | (729,775) | (826,900) | (97,125) | (651,900) |
| Net Appropriations | 5,776,400 | 5,844,408 | 7,807,001 | 7,981,284 | 174,283 | 8,200,842 |
| Contingencies/Dept Reserves | 537,946 | 612,896 | 644,813 | 570,233 | (74,580) | 570,233 |
| TOTAL REQUIREMENTS | 6,314,346 | 6,457,304 | 8,451,814 | 8,551,517 | 99,703 | 8,771,075 |
| NET COUNTY COST | 3,833,971 | 4,066,225 | 5,995,149 | 6,130,807 | 135,658 | 6,362,314 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 41.0 | 44.0 | 45.0 | 45.0 | | 45.0 |
| Funded FTE | 40.1 | 43.0 | 44.0 | 43.6 | (0.4) | 43.6 |

Administration (1411P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | | 4,800 | | | | |
| Miscellaneous Revenue | 97,485 | | | | | |
| Total Revenue | 97,485 | 4,800 | | | | |
| Fund Balance | 452,916 | 527,866 | 646,892 | 610,046 | (36,846) | 610,046 |
| TOTAL SOURCES | 550,401 | 532,666 | 646,892 | 610,046 | (36,846) | 610,046 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 838,693 | 1,011,620 | 1,120,394 | 1,105,298 | (15,096) | 1,167,498 |
| Services and Supplies | 163,065 | 211,146 | 310,528 | 375,991 | 65,463 | 249,502 |
| Other Charges | 201,408 | 216,838 | 234,781 | 232,488 | (2,293) | 232,488 |
| Net Appropriations | 1,203,166 | 1,439,604 | 1,665,703 | 1,713,777 | 48,074 | 1,649,488 |
| Contingencies/Dept Reserves | 78,448 | 153,398 | 220,882 | 220,882 | | 220,882 |
| TOTAL REQUIREMENTS | 1,281,614 | 1,593,002 | 1,886,585 | 1,934,659 | 48,074 | 1,870,370 |
| NET COUNTY COST | 731,213 | 1,060,336 | 1,239,693 | 1,324,613 | 84,920 | 1,260,324 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 5.0 | 7.0 | 7.0 | 7.0 | | 7.0 |
| Funded FTE | 5.0 | 7.0 | 7.0 | 6.8 | (0.2) | 6.8 |

Internal Audit (1421P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 50,042 | 40,708 | 33,013 | 35,200 | 2,187 | 36,256 |
| Interfund Revenue | 76,678 | 71,466 | 46,836 | 47,800 | 964 | 49,234 |
| TOTAL SOURCES | 126,720 | 112,174 | 79,849 | 83,000 | 3,151 | 85,490 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 937,026 | 792,243 | 1,288,065 | 1,288,288 | 223 | 1,395,665 |
| Services and Supplies | 70,829 | 33,072 | 31,600 | 33,224 | 1,624 | 33,224 |
| Other Charges | 71,185 | 93,003 | 90,753 | 95,125 | 4,372 | 95,125 |
| Gross Appropriations | 1,079,039 | 918,318 | 1,410,418 | 1,416,637 | 6,219 | 1,524,014 |
| Intrafund Transfers | | | (7,258) | (7,800) | (542) | (7,800) |
| TOTAL REQUIREMENTS | 1,079,039 | 918,318 | 1,403,160 | 1,408,837 | 5,677 | 1,516,214 |
| NET COUNTY COST | 952,319 | 806,144 | 1,323,311 | 1,325,837 | 2,526 | 1,430,724 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 10.0 | 10.0 | 10.0 | 10.0 | | 10.0 |
| Funded FTE | 9.8 | 9.5 | 9.5 | 9.5 | | 9.5 |

Payroll Services (1431P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Interfund Revenue | | | | 5,320 | 5,320 | 5,320 |
| Total Revenue | | | | 5,320 | 5,320 | 5,320 |
| TOTAL SOURCES | | | | 5,320 | 5,320 | 5,320 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 688,676 | 672,710 | 611,766 | 633,924 | 22,158 | 667,778 |
| Services and Supplies | 22,759 | 60,614 | 9,405 | 9,405 | | 9,405 |
| Other Charges | 413,945 | 496,548 | 2,235,929 | 2,238,432 | 2,503 | 2,238,432 |
| Gross Appropriations | 1,125,380 | 1,229,872 | 2,857,100 | 2,881,761 | 24,661 | 2,915,615 |
| Intrafund Transfers | | (71,865) | (640,000) | (640,000) | | (640,000) |
| TOTAL REQUIREMENTS | 1,125,380 | 1,158,007 | 2,217,100 | 2,241,761 | 24,661 | 2,275,615 |
| NET COUNTY COST | 1,125,380 | 1,158,007 | 2,217,100 | 2,236,441 | 19,341 | 2,270,295 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 6.0 | 6.0 | 6.0 | 6.0 | | 6.0 |
| Funded FTE | 6.0 | 6.0 | 6.0 | 5.9 | (0.1) | 5.9 |

Controller Information Systems (1432P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Interfund Revenue | 10,600 | | | | | |
| TOTAL SOURCES | 10,600 | | | | | |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 514,540 | 608,800 | 721,217 | 645,567 | (75,650) | 691,673 |
| Services and Supplies | 24,101 | 25,582 | 69,817 | 201,517 | 131,700 | 26,517 |
| Other Charges | 31,496 | 37,504 | 49,002 | 51,465 | 2,463 | 51,465 |
| Fixed Assets | 14,363 | 10,024 | | | | |
| Gross Appropriations | 584,499 | 681,912 | 840,036 | 898,549 | 58,513 | 769,655 |
| Intrafund Transfers | | | (78,417) | (175,000) | (96,583) | |
| TOTAL REQUIREMENTS | 584,499 | 681,912 | 761,619 | 723,549 | (38,070) | 769,655 |
| NET COUNTY COST | 573,899 | 681,912 | 761,619 | 723,549 | (38,070) | 769,655 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 4.0 | 5.0 | 5.0 | 5.0 | | 5.0 |
| Funded FTE | 4.0 | 5.0 | 5.0 | 5.0 | | 5.0 |

General Accounting (1441P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 1,500 | 4,500 | | | | |
| Interfund Revenue | 58,042 | 69,982 | 71,473 | 71,473 | | 74,034 |
| Miscellaneous Revenue | 19,331 | 7,346 | | | | |
| TOTAL SOURCES | 78,873 | 81,829 | 71,473 | 71,473 | | 74,034 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 617,657 | 602,716 | 660,548 | 841,735 | 181,187 | 905,148 |
| Services and Supplies | 84,918 | 1,496 | 1,775 | 1,775 | | 1,775 |
| Other Charges | 135,089 | 86,730 | 83,198 | 80,714 | (2,484) | 80,714 |
| TOTAL REQUIREMENTS | 837,665 | 690,941 | 745,521 | 924,224 | 178,703 | 987,637 |
| NET COUNTY COST | 758,792 | 609,113 | 674,048 | 852,751 | 178,703 | 913,603 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 8.0 | 8.0 | 9.0 | 9.0 | | 9.0 |
| Funded FTE | 7.5 | 7.5 | 8.5 | 8.5 | | 8.5 |

Property Tax/Special Accounting (1461P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 1,209,907 | 1,183,243 | 1,234,520 | 1,284,520 | 50,000 | 1,284,520 |
| Miscellaneous Revenue | 28,401 | 5,694 | | | | |
| Total Revenue | 1,238,308 | 1,188,937 | 1,234,520 | 1,284,520 | 50,000 | 1,284,520 |
| Fund Balance | 475,473 | 475,473 | 423,931 | 366,351 | (57,580) | 349,351 |
| TOTAL SOURCES | 1,713,781 | 1,664,410 | 1,658,451 | 1,650,871 | (7,580) | 1,633,871 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 844,113 | 879,987 | 906,240 | 840,967 | (65,273) | 891,064 |
| Services and Supplies | 690 | 1,003 | 260 | 17,655 | 17,395 | 655 |
| Other Charges | 101,848 | 74,637 | 111,498 | 114,614 | 3,116 | 114,614 |
| Gross Appropriations | 946,651 | 955,626 | 1,017,998 | 973,236 | (44,762) | 1,006,333 |
| Intrafund Transfers | | | (4,100) | (4,100) | | (4,100) |
| Net Appropriations | 946,651 | 955,626 | 1,013,898 | 969,136 | (44,762) | 1,002,233 |
| Contingencies/Dept Reserves | 459,498 | 459,498 | 423,931 | 349,351 | (74,580) | 349,351 |
| TOTAL REQUIREMENTS | 1,406,149 | 1,415,124 | 1,437,829 | 1,318,487 | (119,342) | 1,351,584 |
| NET COUNTY COST | (307,632) | (249,286) | (220,622) | (332,384) | (111,762) | (282,287) |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 8.0 | 8.0 | 8.0 | 8.0 | | 8.0 |
| Funded FTE | 7.8 | 8.0 | 8.0 | 7.9 | (0.1) | 7.9 |

Treasurer - Tax Collector (1500B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 6,896 | 5,596 | 3,650 | 3,650 | | 3,650 |
| Use of Money and Property | 59,720 | 40,448 | 40,000 | 30,000 | (10,000) | 30,000 |
| Intergovernmental Revenues | 13,385 | | | | | |
| Charges for Services | 4,774,281 | 5,185,623 | 3,911,434 | 3,911,434 | | 3,911,434 |
| Interfund Revenue | 1,051,724 | 654,512 | 619,710 | 631,000 | 11,290 | 631,000 |
| Miscellaneous Revenue | 126,780 | 119,976 | 81,500 | 81,500 | | 81,500 |
| Total Revenue | 6,032,786 | 6,006,155 | 4,656,294 | 4,657,584 | 1,290 | 4,657,584 |
| Fund Balance | 3,307,152 | 3,864,733 | 4,436,123 | 3,850,445 | (585,678) | 3,633,760 |
| TOTAL SOURCES | 9,339,938 | 9,870,888 | 9,092,417 | 8,508,029 | (584,388) | 8,291,344 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 5,626,052 | 5,910,336 | 6,931,379 | 7,355,433 | 424,054 | 7,772,544 |
| Services and Supplies | 1,558,871 | 1,593,144 | 2,989,120 | 3,481,233 | 492,113 | 3,113,735 |
| Other Charges | 980,137 | 1,057,803 | 1,140,288 | 982,070 | (158,218) | 982,070 |
| Fixed Assets | 425,473 | 26,172 | 182,146 | | (182,146) | |
| Gross Appropriations | 8,590,533 | 8,587,455 | 11,242,933 | 11,818,736 | 575,803 | 11,868,349 |
| Intrafund Transfers | (2,590,922) | (2,894,235) | (2,827,012) | (2,979,938) | (152,926) | (2,979,938) |
| Net Appropriations | 5,999,612 | 5,693,220 | 8,415,921 | 8,838,798 | 422,877 | 8,888,411 |
| Contingencies/Dept Reserves | 1,457,378 | 1,776,121 | 1,675,205 | 775,205 | (900,000) | 675,205 |
| TOTAL REQUIREMENTS | 7,456,990 | 7,469,341 | 10,091,126 | 9,614,003 | (477,123) | 9,563,616 |
| NET COUNTY COST | (1,882,948) | (2,401,547) | 998,709 | 1,105,974 | 107,265 | 1,272,272 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 63.0 | 65.0 | 67.0 | 66.0 | (1.0) | 66.0 |
| Funded FTE | 61.8 | 63.8 | 66.0 | 66.0 | | 66.0 |

Tax Collector (1510P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Licenses, Permits and Franchises | 6,896 | 5,596 | 3,650 | 3,650 | | 3,650 |
| Intergovernmental Revenues | 13,385 | | | | | |
| Charges for Services | 1,577,095 | 1,663,134 | 1,164,474 | 1,164,474 | | 1,164,474 |
| Miscellaneous Revenue | 60,567 | 58,387 | 56,000 | 56,000 | | 56,000 |
| Total Revenue | 1,657,942 | 1,727,118 | 1,224,124 | 1,224,124 | | 1,224,124 |
| Fund Balance | 2,168,392 | 2,391,785 | 2,420,845 | 2,420,845 | | 2,204,160 |
| TOTAL SOURCES | 3,826,334 | 4,118,903 | 3,644,969 | 3,644,969 | | 3,428,284 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,765,401 | 1,822,558 | 2,146,398 | 2,266,656 | 120,258 | 2,402,165 |
| Services and Supplies | 811,666 | 910,767 | 1,723,257 | 1,971,015 | 247,758 | 1,628,075 |
| Other Charges | 576,375 | 627,560 | 566,968 | 560,130 | (6,838) | 560,130 |
| Fixed Assets | 417,666 | 26,172 | 165,966 | | (165,966) | |
| Net Appropriations | 3,571,109 | 3,387,056 | 4,602,589 | 4,797,801 | 195,212 | 4,590,370 |
| Contingencies/Dept Reserves | 654,919 | 695,414 | 510,261 | 275,205 | (235,056) | 275,205 |
| TOTAL REQUIREMENTS | 4,226,028 | 4,082,470 | 5,112,850 | 5,073,006 | (39,844) | 4,865,575 |
| NET COUNTY COST | 399,693 | (36,432) | 1,467,881 | 1,428,037 | (39,844) | 1,437,291 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 18.0 | 19.0 | 19.0 | 19.0 | | 19.0 |
| Funded FTE | 18.0 | 18.3 | 19.0 | 19.0 | | 19.0 |

Treasurer (1520P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|--------------------|--------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 3,143,616 | 3,461,870 | 2,696,460 | 2,696,460 | | 2,696,460 |
| Miscellaneous Revenue | 24,936 | 16,943 | | | | |
| Total Revenue | 3,168,551 | 3,478,812 | 2,696,460 | 2,696,460 | | 2,696,460 |
| Fund Balance | 981,864 | 999,314 | 1,034,314 | 448,636 | (585,678) | 448,636 |
| TOTAL SOURCES | 4,150,415 | 4,478,126 | 3,730,774 | 3,145,096 | (585,678) | 3,145,096 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,200,936 | 1,256,030 | 1,358,069 | 1,821,197 | 463,128 | 1,895,887 |
| Services and Supplies | 249,080 | 186,158 | 381,038 | 663,527 | 282,489 | 638,969 |
| Other Charges | 178,712 | 196,594 | 211,091 | 200,963 | (10,128) | 200,963 |
| Gross Appropriations | 1,628,728 | 1,638,783 | 1,950,198 | 2,685,687 | 735,489 | 2,735,819 |
| Intrafund Transfers | | | | (152,926) | (152,926) | (152,926) |
| Net Appropriations | 1,628,728 | 1,638,783 | 1,950,198 | 2,532,761 | 582,563 | 2,582,893 |
| Contingencies/Dept Reserves | 738,459 | 914,944 | 914,944 | 250,000 | (664,944) | 150,000 |
| TOTAL REQUIREMENTS | 2,367,187 | 2,553,727 | 2,865,142 | 2,782,761 | (82,381) | 2,732,893 |
| NET COUNTY COST | (1,783,228) | (1,924,400) | (865,632) | (362,335) | 503,297 | (412,203) |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 12.0 | 12.0 | 12.0 | 15.0 | 3.0 | 15.0 |
| Funded FTE | 11.0 | 12.0 | 12.0 | 15.0 | 3.0 | 15.0 |

Revenue Services Program (1530P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 59,720 | 40,448 | 40,000 | 30,000 | (10,000) | 30,000 |
| Charges for Services | 53,571 | 60,619 | 50,500 | 50,500 | | 50,500 |
| Interfund Revenue | 1,051,724 | 654,512 | 619,710 | 631,000 | 11,290 | 631,000 |
| Miscellaneous Revenue | 41,278 | 44,646 | 25,500 | 25,500 | | 25,500 |
| Total Revenue | 1,206,292 | 800,225 | 735,710 | 737,000 | 1,290 | 737,000 |
| Fund Balance | 156,896 | 473,634 | 980,964 | 980,964 | | 980,964 |
| TOTAL SOURCES | 1,363,188 | 1,273,859 | 1,716,674 | 1,717,964 | 1,290 | 1,717,964 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 2,659,715 | 2,831,748 | 3,426,912 | 3,267,580 | (159,332) | 3,474,492 |
| Services and Supplies | 498,125 | 496,219 | 884,825 | 846,691 | (38,134) | 846,691 |
| Other Charges | 225,050 | 233,650 | 362,229 | 220,977 | (141,252) | 220,977 |
| Fixed Assets | 7,807 | | 16,180 | | (16,180) | |
| Gross Appropriations | 3,390,697 | 3,561,616 | 4,690,146 | 4,335,248 | (354,898) | 4,542,160 |
| Intrafund Transfers | (2,590,922) | (2,894,235) | (2,827,012) | (2,827,012) | | (2,827,012) |
| Net Appropriations | 799,775 | 667,381 | 1,863,134 | 1,508,236 | (354,898) | 1,715,148 |
| Contingencies/Dept Reserves | 64,000 | 165,763 | 250,000 | 250,000 | | 250,000 |
| TOTAL REQUIREMENTS | 863,775 | 833,144 | 2,113,134 | 1,758,236 | (354,898) | 1,965,148 |
| NET COUNTY COST | (499,413) | (440,715) | 396,460 | 40,272 | (356,188) | 247,184 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 33.0 | 34.0 | 36.0 | 32.0 | (4.0) | 32.0 |
| Funded FTE | 32.8 | 33.5 | 35.0 | 32.0 | (3.0) | 32.0 |

County Counsel (1600B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 2,999,560 | 3,658,904 | 3,676,564 | 3,563,444 | (113,120) | 3,447,333 |
| Interfund Revenue | 270,610 | | | | | |
| Miscellaneous Revenue | 3,700 | 16,193 | 1,000 | 5,000 | 4,000 | 5,000 |
| Total Revenue | 3,273,870 | 3,675,097 | 3,677,564 | 3,568,444 | (109,120) | 3,452,333 |
| Fund Balance | 859,302 | 622,543 | 790,185 | 2,093,452 | 1,303,267 | 2,093,452 |
| TOTAL SOURCES | 4,133,172 | 4,297,640 | 4,467,749 | 5,661,896 | 1,194,147 | 5,545,785 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 6,564,660 | 7,330,831 | 8,107,911 | 8,248,229 | 140,318 | 8,687,903 |
| Services and Supplies | 307,911 | 447,835 | 651,350 | 652,550 | 1,200 | 652,550 |
| Other Charges | 337,341 | 376,675 | 379,688 | 374,636 | (5,052) | 374,636 |
| Fixed Assets | | 18,041 | | | | |
| Gross Appropriations | 7,209,911 | 8,173,383 | 9,138,949 | 9,275,415 | 136,466 | 9,715,089 |
| Intrafund Transfers | (1,219,288) | (1,180,254) | (1,120,224) | (1,172,306) | (52,082) | (1,172,306) |
| Net Appropriations | 5,990,623 | 6,993,129 | 8,018,725 | 8,103,109 | 84,384 | 8,542,783 |
| Contingencies/Dept Reserves | 153,544 | 256,665 | 512,304 | 1,388,742 | 876,438 | 1,130,323 |
| TOTAL REQUIREMENTS | 6,144,167 | 7,249,794 | 8,531,029 | 9,491,851 | 960,822 | 9,673,106 |
| NET COUNTY COST | 2,010,995 | 2,952,154 | 4,063,280 | 3,829,955 | (233,325) | 4,127,321 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 41.0 | 40.0 | 40.0 | 40.0 | | 40.0 |
| Funded FTE | 40.7 | 37.8 | 38.6 | 38.2 | (0.4) | 38.2 |

Information Services Department (1800B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 87,079 | 93,474 | 92,926 | 92,926 | | 92,926 |
| Charges for Services | 1,389,382 | 2,986,478 | 571,232 | 617,087 | 45,855 | 617,087 |
| Interfund Revenue | 13,012,019 | 11,890,393 | 12,746,789 | 11,631,920 | (1,114,869) | 11,631,920 |
| Miscellaneous Revenue | 103,111 | 104,510 | | | | |
| Total Revenue | 14,591,591 | 15,074,855 | 13,410,947 | 12,341,933 | (1,069,014) | 12,341,933 |
| Fund Balance | 10,529,483 | 10,964,278 | 9,639,555 | 4,096,188 | (5,543,367) | 3,710,506 |
| TOTAL SOURCES | 25,121,074 | 26,039,133 | 23,050,502 | 16,438,121 | (6,612,381) | 16,052,439 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 16,800,250 | 17,630,185 | 21,402,316 | 23,309,834 | 1,907,518 | 24,576,010 |
| Services and Supplies | 24,225,957 | 24,450,673 | 33,895,741 | 25,613,854 | (8,281,887) | 25,851,530 |
| Other Charges | 1,124,256 | 1,207,350 | 1,351,896 | 2,022,035 | 670,139 | 2,050,708 |
| Fixed Assets | 1,602,955 | 1,429,536 | 2,525,320 | 2,295,924 | (229,396) | 337,952 |
| Other Financing Uses | 287,364 | 286,973 | 285,994 | 286,089 | 95 | 286,089 |
| Gross Appropriations | 44,040,782 | 45,004,717 | 59,461,267 | 53,527,736 | (5,933,531) | 53,102,289 |
| Intrafund Transfers | (29,485,472) | (28,605,139) | (41,438,697) | (40,800,121) | 638,576 | (40,759,626) |
| Net Appropriations | 14,555,310 | 16,399,579 | 18,022,570 | 12,727,615 | (5,294,955) | 12,342,663 |
| Contingencies/Dept Reserves | 10,565,764 | 9,639,555 | 5,027,932 | 3,710,506 | (1,317,426) | 3,709,776 |
| TOTAL REQUIREMENTS | 25,121,074 | 26,039,134 | 23,050,502 | 16,438,121 | (6,612,381) | 16,052,439 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 141.0 | 154.0 | 154.0 | 163.0 | 9.0 | 163.0 |
| Funded FTE | 139.4 | 153.1 | 153.3 | 162.3 | 9.0 | 162.3 |

Information and Technology Availability (1830P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 87,079 | 93,474 | 92,926 | 92,926 | | 92,926 |
| Charges for Services | 633,832 | 749,386 | 472,293 | 481,483 | 9,190 | 481,483 |
| Interfund Revenue | 1,764,487 | 1,715,549 | 6,481,954 | 7,143,071 | 661,117 | 7,143,071 |
| Miscellaneous Revenue | 65,131 | 81,574 | | | | |
| Total Revenue | 2,550,528 | 2,639,983 | 7,047,173 | 7,717,480 | 670,307 | 7,717,480 |
| Fund Balance | 9,360,680 | 10,107,339 | 8,843,352 | 3,946,447 | (4,896,905) | 3,494,603 |
| TOTAL SOURCES | 11,911,208 | 12,747,322 | 15,890,525 | 11,663,927 | (4,226,598) | 11,212,083 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 8,402,819 | 8,059,653 | 9,675,573 | 12,167,162 | 2,491,589 | 12,786,173 |
| Services and Supplies | 14,110,959 | 14,906,979 | 16,002,492 | 15,738,729 | (263,763) | 15,419,829 |
| Other Charges | 646,720 | 595,668 | 830,842 | 1,465,481 | 634,639 | 1,483,023 |
| Fixed Assets | 689,619 | 659,506 | 2,192,757 | 2,037,904 | (154,853) | 337,952 |
| Other Financing Uses | 287,364 | 286,973 | 285,994 | 286,089 | 95 | 286,089 |
| Gross Appropriations | 24,137,481 | 24,508,779 | 28,987,658 | 31,695,365 | 2,707,707 | 30,313,066 |
| Intrafund Transfers | (9,836,707) | (9,403,469) | (17,975,324) | (23,526,041) | (5,550,717) | (22,528,694) |
| Net Appropriations | 14,300,774 | 15,105,310 | 11,012,334 | 8,169,324 | (2,843,010) | 7,784,372 |
| Contingencies/Dept Reserves | 9,708,825 | 8,843,352 | 4,878,191 | 3,494,603 | (1,383,588) | 3,427,711 |
| TOTAL REQUIREMENTS | 24,009,599 | 23,948,662 | 15,890,525 | 11,663,927 | (4,226,598) | 11,212,083 |
| NET COUNTY COST | 12,098,391 | 11,201,341 | | | | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 76.0 | 76.0 | 81.0 | 90.0 | 9.0 | 90.0 |
| Funded FTE | 75.1 | 75.1 | 80.3 | 89.3 | 9.0 | 89.3 |

Project Management (1840P)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|---------------------|---------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Charges for Services | 755,551 | 2,237,092 | 98,939 | 135,604 | 36,665 | 135,604 |
| Interfund Revenue | 11,247,532 | 10,174,843 | 6,264,835 | 4,488,849 | (1,775,986) | 4,488,849 |
| Miscellaneous Revenue | 37,980 | 22,936 | | | | |
| Total Revenue | 12,041,063 | 12,434,872 | 6,363,774 | 4,624,453 | (1,739,321) | 4,624,453 |
| Fund Balance | 1,168,803 | 856,939 | 796,203 | 149,741 | (646,462) | 215,903 |
| TOTAL SOURCES | 13,209,866 | 13,291,811 | 7,159,977 | 4,774,194 | (2,385,783) | 4,840,356 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 8,397,431 | 9,570,533 | 11,726,743 | 11,142,672 | (584,071) | 11,789,837 |
| Services and Supplies | 10,114,998 | 9,543,694 | 17,893,249 | 9,875,125 | (8,018,124) | 10,431,701 |
| Other Charges | 477,536 | 611,682 | 521,054 | 556,554 | 35,500 | 567,685 |
| Fixed Assets | 913,336 | 770,030 | 332,563 | 258,020 | (74,543) | |
| Gross Appropriations | 19,903,301 | 20,495,939 | 30,473,609 | 21,832,371 | (8,641,238) | 22,789,223 |
| Intrafund Transfers | (19,648,765) | (19,201,670) | (23,463,373) | (17,274,080) | 6,189,293 | (18,230,932) |
| Net Appropriations | 254,536 | 1,294,269 | 7,010,236 | 4,558,291 | (2,451,945) | 4,558,291 |
| Contingencies/Dept Reserves | 856,939 | 796,203 | 149,741 | 215,903 | 66,162 | 282,065 |
| TOTAL REQUIREMENTS | 1,111,475 | 2,090,472 | 7,159,977 | 4,774,194 | (2,385,783) | 4,840,356 |
| NET COUNTY COST | (12,098,391) | (11,201,340) | | | | |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 65.0 | 78.0 | 73.0 | 73.0 | | 73.0 |
| Funded FTE | 64.3 | 78.0 | 73.0 | 73.0 | | 73.0 |

Retirement Office (2000B)
Retirement Trust Fund (Information Only)

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Miscellaneous Revenue | 2,596,593 | 3,186,610 | | | | |
| Other Financing Sources | | | 4,299,600 | 4,678,196 | 378,596 | 4,825,790 |
| TOTAL SOURCES | 2,596,593 | 3,186,610 | 4,299,600 | 4,678,196 | 378,596 | 4,825,790 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 1,717,160 | 1,892,527 | 2,479,868 | 2,858,464 | 378,596 | 3,006,058 |
| Services and Supplies | 816,453 | 1,116,563 | 1,679,144 | 1,679,144 | | 1,679,144 |
| Other Charges | 62,980 | 177,520 | 140,588 | 140,588 | | 140,588 |
| TOTAL REQUIREMENTS | 2,596,593 | 3,186,610 | 4,299,600 | 4,678,196 | 378,596 | 4,825,790 |
| AUTHORIZED POSITIONS | | | | | | |
| Salary Resolution | 14.0 | 16.0 | 16.0 | 16.0 | | 16.0 |
| Funded FTE | 14.0 | 16.0 | 16.0 | 16.0 | | 16.0 |

Non-Departmental Services (8000B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|---------------------|------------------------|
| SOURCES | | | | | | |
| Taxes | 315,056,259 | 340,475,498 | 332,141,487 | 327,144,094 | (4,997,393) | 327,621,037 |
| Licenses, Permits and Franchises | 432,160 | 419,229 | 419,229 | 443,999 | 24,770 | 443,999 |
| Use of Money and Property | 21,403,811 | 18,035,168 | 14,099,145 | 8,291,769 | (5,807,376) | 8,455,412 |
| Intergovernmental Revenues | 3,110,964 | 1,614,162 | 2,241,761 | 1,350,062 | (891,699) | 1,376,903 |
| Charges for Services | 23,759 | 62,725 | 205 | 205 | | 205 |
| Interfund Revenue | 10,830,596 | 8,771,323 | 12,336,155 | 12,858,448 | 522,293 | 12,858,448 |
| Miscellaneous Revenue | 493,374 | 278,325 | 12,100,000 | 674,683 | (11,425,317) | 674,683 |
| Other Financing Sources | | | 1,960,036 | | (1,960,036) | |
| Total Revenue | 351,350,923 | 369,656,430 | 375,298,018 | 350,763,260 | (24,534,758) | 351,430,687 |
| Fund Balance | 244,330,694 | 239,615,459 | 217,508,722 | 226,953,594 | 9,444,872 | 182,059,895 |
| TOTAL SOURCES | 595,681,617 | 609,271,889 | 592,806,740 | 577,716,854 | (15,089,886) | 533,490,582 |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 264,167 | | 5,270,000 | 3,100,000 | (2,170,000) | 3,100,000 |
| Services and Supplies | 8,049,738 | 12,715,270 | 17,698,847 | 24,612,574 | 6,913,727 | 15,054,229 |
| Other Charges | 6,923,568 | 2,785,702 | 16,525,060 | 5,551,920 | (10,973,140) | 3,753,000 |
| Fixed Assets | | | 3,000,000 | | (3,000,000) | |
| Other Financing Uses | 59,366,520 | 74,886,732 | 17,263,608 | 19,934,559 | 2,670,951 | 11,992,577 |
| Gross Appropriations | 74,603,993 | 90,387,704 | 59,757,515 | 53,199,053 | (6,558,462) | 33,899,806 |
| Intrafund Transfers | (402,924) | (530,016) | (550,434) | (1,014,025) | (463,591) | (1,014,025) |
| Net Appropriations | 74,201,069 | 89,857,688 | 59,207,081 | 52,185,028 | (7,022,053) | 32,885,781 |
| Contingencies/Dept Reserves | 135,651,878 | 94,184,165 | 164,572,401 | 149,691,786 | (14,880,615) | 111,363,009 |
| TOTAL REQUIREMENTS | 209,852,947 | 184,041,853 | 223,779,482 | 201,876,814 | (21,902,668) | 144,248,790 |
| NET COUNTY COST | (385,828,670) | (425,230,036) | (369,027,258) | (375,840,040) | (6,812,782) | (389,241,792) |

Sergeants/Teamsters Retiree Health (8050B)
Sergeants/Teamsters Retiree Health Funds

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 37 | | | | | |
| Total Revenue | 37 | | | | | |
| Fund Balance | 13,221 | | | | | |
| TOTAL SOURCES | 13,258 | | | | | |
| REQUIREMENTS | | | | | | |
| Salaries and Benefits | 13,258 | | | | | |
| Net Appropriations | 13,258 | | | | | |
| TOTAL REQUIREMENTS | 13,258 | | | | | |

Contingencies (8100B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| REQUIREMENTS | | | | | | |
| Contingencies/Dept Reserves | 28,243,170 | 29,527,837 | 30,415,719 | 30,324,876 | (90,843) | 30,382,649 |
| TOTAL REQUIREMENTS | 28,243,170 | 29,527,837 | 30,415,719 | 30,324,876 | (90,843) | 30,382,649 |
| NET COUNTY COST | 28,243,170 | 29,527,837 | 30,415,719 | 30,324,876 | (90,843) | 30,382,649 |

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|-----------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 237 | 240 | 200 | 200 | | 200 |
| Total Revenue | 237 | 240 | 200 | 200 | | 200 |
| Fund Balance | 5,406 | 5,643 | 5,883 | 6,083 | 200 | 6,283 |
| TOTAL SOURCES | 5,643 | 5,883 | 6,083 | 6,283 | 200 | 6,483 |
| REQUIREMENTS | | | | | | |
| Contingencies/Dept Reserves | 5,643 | 5,883 | 6,083 | 6,283 | 200 | 6,483 |
| TOTAL REQUIREMENTS | 5,643 | 5,883 | 6,083 | 6,283 | 200 | 6,483 |

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | | 2,670 | | | | |
| Use of Money and Property | 132,449 | 153,891 | 100,055 | 70,000 | (30,055) | 70,000 |
| Charges for Services | 1,263,486 | 1,192,440 | 1,300,000 | 1,120,000 | (180,000) | 1,120,000 |
| Total Revenue | 1,395,935 | 1,349,001 | 1,400,055 | 1,190,000 | (210,055) | 1,190,000 |
| Fund Balance | 3,124,962 | 3,598,781 | 3,919,535 | 3,593,748 | (325,787) | 481,813 |
| TOTAL SOURCES | 4,520,897 | 4,947,782 | 5,319,590 | 4,783,748 | (535,842) | 1,671,813 |
| REQUIREMENTS | | | | | | |
| Other Financing Uses | 922,115 | 1,028,248 | 4,290,903 | 4,301,935 | 11,032 | 1,380,904 |
| Net Appropriations | 922,115 | 1,028,248 | 4,290,903 | 4,301,935 | 11,032 | 1,380,904 |
| Non-General Fund Reserves | 3,598,782 | 3,919,535 | 1,028,687 | 481,813 | (546,874) | 290,909 |
| TOTAL REQUIREMENTS | 4,520,897 | 4,947,782 | 5,319,590 | 4,783,748 | (535,842) | 1,671,813 |

Criminal Justice Construction Fund (8400B)
 Criminal Justice Temporary Construction Fund
 FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|----------------------------------|-------------------|-------------------|--------------------|------------------------|-------------------|------------------------|
| SOURCES | | | | | | |
| Fines, Forfeitures and Penalties | 7,449 | 1,953 | | | | |
| Use of Money and Property | 88,198 | 44,309 | 45,000 | 20,000 | (25,000) | 20,000 |
| Charges for Services | 1,257,293 | 1,195,359 | 1,200,000 | 1,150,000 | (50,000) | 1,150,000 |
| Total Revenue | 1,352,940 | 1,241,621 | 1,245,000 | 1,170,000 | (75,000) | 1,170,000 |
| Fund Balance | 1,415,363 | 1,668,303 | 898,422 | 944,026 | 45,604 | 810,943 |
| TOTAL SOURCES | 2,768,303 | 2,909,924 | 2,143,422 | 2,114,026 | (29,396) | 1,980,943 |
| REQUIREMENTS | | | | | | |
| Other Charges | | 900,934 | | | | |
| Other Financing Uses | 1,100,000 | 1,110,567 | 1,171,693 | 1,303,083 | 131,390 | 1,201,541 |
| Net Appropriations | 1,100,000 | 2,011,501 | 1,171,693 | 1,303,083 | 131,390 | 1,201,541 |
| Non-General Fund Reserves | 1,668,303 | 898,422 | 971,729 | 810,943 | (160,786) | 779,402 |
| TOTAL REQUIREMENTS | 2,768,303 | 2,909,924 | 2,143,422 | 2,114,026 | (29,396) | 1,980,943 |

Debt Service Fund (8900B)

Debt Service Fund

FY 2009-10 and 2010-11 Budget Unit Summary

| | Actual 2006-07 | Actual 2007-08 | Revised 2008-09 | Recommended 2009-10 | Change 2009-10 | Recommended 2010-11 |
|---------------------------|-------------------|-------------------|--------------------|------------------------|--------------------|------------------------|
| SOURCES | | | | | | |
| Use of Money and Property | 1,021,118 | 1,016,540 | | | | |
| Other Financing Sources | 22,036,612 | 28,758,242 | 30,225,449 | 30,411,099 | 185,650 | 30,305,892 |
| Total Revenue | 23,057,730 | 29,774,782 | 30,225,449 | 30,411,099 | 185,650 | 30,305,892 |
| Fund Balance | 20,394,390 | 22,052,946 | 23,970,476 | 15,611,351 | (8,359,125) | 15,017,170 |
| TOTAL SOURCES | 43,452,120 | 51,827,728 | 54,195,925 | 46,022,450 | (8,173,475) | 45,323,062 |
| REQUIREMENTS | | | | | | |
| Other Charges | 21,399,173 | 27,857,252 | 38,584,574 | 31,005,280 | (7,579,294) | 30,902,119 |
| Net Appropriations | 21,399,173 | 27,857,252 | 38,584,574 | 31,005,280 | (7,579,294) | 30,902,119 |
| Non-General Fund Reserves | 22,052,947 | 23,970,476 | 15,611,351 | 15,017,170 | (594,181) | 14,420,943 |
| TOTAL REQUIREMENTS | 43,452,120 | 51,827,728 | 54,195,925 | 46,022,450 | (8,173,475) | 45,323,062 |

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Glossary of Budget Terms

FY 2009-10 and FY 2010-11
Recommended Budget



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.

Shared Vision 2025

Healthy Community

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

Prosperous Community

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

Livable Community

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

Environmentally Conscious Community

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

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.

From the beginning with Shared Vision 2010 now ten years ago, the San Mateo County Board of Supervisors has regarded "visioning" not as a project, but rather a dynamic process. Shared Vision has been used to manage and be accountable for the outcomes of County government. It has also served as the catalyst for countywide leadership and action on challenging issues. It has been a means to continuously engage residents and stakeholders in setting the strategic direction of the county. And it has also served to ensure community partners, stakeholders and residents assume greater personal and collective responsibility achieving the desired future. Visioning has been both the process to establish strategic goals and the means to achieve them.

GLOSSARY OF BUDGET TERMS

A-87 - A-87 is an Office of Management and Budget (OMB) circular or guideline that sets forth principles and standards for the determination of costs applicable to County programs funded by the Federal and State government. Under the circular, the County has to observe uniformity in its allocation of costs, that is, the County cannot be selective in the allocation process whereby externally (State and Federal) funded programs are not charged equitably. Also referred to as the *Countywide Cost Allocation Plan*, the County uses A-87 guidelines to obtain reimbursement from Federal, State and non-General Fund programs for departments that do not charge directly for services rendered. For example, the Controller's Office does not charge departments for payroll services. However, the cost of providing payroll services to Non-General Fund Departments and programs receiving funds from the Federal and State government for this specific purpose is recovered through A-87. A-87 revenue received by Administration and Fiscal departments and Public Works is centrally budgeted in the Non-Departmental Services budget unit under Interfund Revenues.

Accrual - An accounting adjustment that recognizes revenues and expenses in the period they are "earned" or "spent" but not received or paid within that period.

Accrual Accounting - An accounting method that measures the performance of the County's Enterprise and Internal Service Funds by recognizing matching revenues and expenses (the matching principle) at the time in which the transaction occurs rather than when payment is made or received. This method allows the current cash inflows/outflows to be combined with future expected cash inflows/outflows to give a more accurate picture of a fund's current financial condition.

Adopted Budget - The Budget that is finally adopted by the Board of Supervisors in September after the State budget is adopted and the impact of the State budget can be assessed and included in the County budget.

Appropriation - An expenditure authorization granted by the Board of Supervisors from a specific fund to a specific Budget Unit. Appropriation authority is granted at the object level: Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Other Financing Uses and Intrafund Transfers.

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 4/5th approval from the Board of Supervisors.

Departmental Reserves - An appropriation category for departments to budget funds which are unexpended in previous years and/or unobligated in the current year. The minimum Departmental Reserves requirement under the County Reserves Policy is two percent of budgeted Net Appropriations. Funds budgeted in this category can not be expended without approval from the Board of Supervisors.

Depreciation - The decline in value of an asset over time as a result of deterioration, age, obsolescence, and impending retirement. Most assets lose their value over time (in other words, they depreciate) and must be replaced once the end of their useful life is reached. Applies particularly to physical assets like equipment and structures.

Discretionary Services – Services that are not required by local, State or Federal mandates; services that are mandated but without specified service levels; and services that are provided at levels higher than mandated or in excess of maintenance-of-effort (MOE) requirements.

ERAF - Education Revenue Augmentation Fund. In 1992-93 and 1993-94, in response to serious budgetary shortfalls, the State Legislature and administration permanently redirected over \$3 billion of property taxes from cities, counties and special districts to schools and community college districts. These redirected funds reduced the state's funding obligation for K-14 school districts by a commensurate amount. The term "ERAF" is often used as a shorthand reference for this shift of property taxes. ERAF actually is an acronym for the fund into which redirected property taxes are deposited in each county. In 1996-97, cities, counties and special districts deposited about \$3.4 billion of property taxes into ERAF. The amount of required ERAF contributions grows annually along with property tax growth rate. To mitigate the ongoing impact of the 1993-94 property tax shift, the Legislature proposed and the voters approved Proposition 172. This measure provides counties and cities and cities with a share of a half-cent of sales tax for public safety purposes.

Enterprise Fund - (1) A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas and electric utilities, airports, parking garages or transit systems). In this case the governing body intends that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (2) A fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Expenditure - Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Extra Help - Temporary employees of the County who are not included in the Salary Ordinance. These employees do not receive benefits (i.e., medical, dental, life insurance and paid vacation time).

Fiduciary Funds – Funds that account for resources that governments hold in trust for individuals or other governments.

Final Budget Change – A common description of any change made after the Recommended Budget has been submitted to the Board of Supervisors. Changes usually include corrections and updated revenue/appropriation amounts, and are brought to the Board in the form of "colored sheets" during June budget hearings and September for final budget approval.

Fiscal Year - A 12-month accounting period which differs from the calendar year. In the County, the fiscal year runs July 1 through the following June 30. During the fiscal year, revenues are realized, obligations are incurred, encumbrances are made and appropriations are expended.

Fixed Assets - Long-lived tangible assets (over the value of \$5,000) obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

Full-Time Equivalent (FTE) - This represents the budgeted number of full-time equivalent staffing. A full-time equivalent position is equal to 2,080 hours a year (40 hours/week x 52 weeks). For example: Two full-time positions (40 hours per week), two part-time positions (20 hours per week) and one (.80) part-time position (32 hours per week), equals 3.8 FTE. However, this would represent five authorized positions in the salary resolution.

| | |
|---|-----------------------|
| FTE Equivalent | |
| 2 - Full-time positions (40 hours a week) = | 2.0 |
| 2 - Part-time position (20 hours a week) = | 1.0 |
| 1 - Part-time position (32 hours a week) = | <u>.8</u> (32/40 =.8) |
| TOTAL: | 3.8 |

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

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

Funding Adjustments – The section of the Program Plan and Budget that follows the Resource Allocation Summary table and describes key changes to Total Sources and Total Requirements, and the impact of those changes on a programs financial and operational performance from one budget year to the next. Types of changes include adjustments to Salaries and Benefits for negotiated increases and position changes, changes to operating levels, one-time expenditure outlays for goods or contractual services, and increased revenues from new or increased fees.

GASB 34 – An accounting standard issued by the Government Accounting Standards Board. It sets standards for the financial statements issued by all state and local government entities in the U.S. The standard sets accounting rules for these financial statements and for the accounting data financial statements contain. GASB 34 requires that the cost of fixed assets, i.e. plant, property and equipment, be recognized through depreciation over the life of the assets.

GFOA – Government Finance Officers Association

GIS – Geographic Information System. The GIS is a collection of map data layers representing various geographic features such as parcels, districts, jurisdictions, streets, landmarks, etc., and the attributes describing the spatial features. The creation of the San Mateo County GIS was a joint effort by Public Works, Assessor/Clerk/Recorder/Elections, Environmental Services and Information Services.

General Fund - The major County operating fund used to account for all financial sources and uses, except those required to be accounted for in another fund.

Governmental Funds - Applies to all County funds except for profit and loss funds (e.g., enterprise funds, internal service funds, and trust and agency funds). Examples include the General Fund, special assessment funds, and capital projects funds.

Gross Appropriations - Total authorized appropriations for a budget unit. It is the sum of Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets and Other Financing Uses.

HPSM (Health Plan of San Mateo) – The Health Plan of San Mateo (HPSM) is a Medi-Cal county-wide health system, contracted by the State of California. All clients served by the County who are determined to be eligible for Medi-Cal obtain health care services through HPSM.

Headline Measures – The two most meaningful measures to track a program's success, these are presented in graph form for each program presented in the County budget. Headline measures are chosen from the How Well We Do It (service quality) or Is Anyone Better Off? (outcomes) performance measure categories.

Healthy Families – California's non-Medi-Cal health care program for children with monthly family income too high to qualify for Medi-Cal without share of cost, up to 200% of the Federal Poverty Level.

Healthy Kids – County-sponsored health care program provided through the Children's Health Initiative (CHI) for children with monthly family income too high to qualify for Medi-Cal or Healthy Families without share of cost, up to 400% of the Federal Poverty Level.

IFAS - Integrated Fund Accounting System. Financial software that is maintained by the Controller's Office and used by the County for daily accounting purposes such as general ledger, accounts payable, job costing, purchasing and deposits, as well as budget monitoring.

Interfund Revenue - Transfers of costs between different funds; is recorded as Interfund Revenue by the organization on the receiving end of the transfer.

Intergovernmental Revenues - Revenues from other governmental jurisdictions in the form of grants, entitlements, shared revenues or payments in lieu of taxes. The County receives Intergovernmental Revenue from Federal, State and other local government agencies.

Internal Service Charge - Annual budgetary charges from servicing departments (such as Information Services, Public Works, Employee and Public Services), reimbursing costs incurred in the provision of internal County services to the departments receiving the services. For servicing organizations, the reimbursement is reflected as Intrafund Transfers offsetting their Gross Appropriation (from General Fund departments) or as Revenue (from non-General Fund departments). Services provided by these departments include technology support, telephone services, facilities maintenance and insurance.

Internal Service Funds – One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. Departments that use internal services (e.g. vehicle/fleet maintenance) would have an amount budgeted in Other Charges for such services.

Intrafund Transfers - Accounting mechanism to show expenditure transfers or reimbursements between operations *within the same fund* (the most common example is the General Fund). This mechanism is used to better reflect location of department costs. For example, the Board of Supervisors/Assessment Appeals Board receives reimbursement classified as an intrafund transfer from the Assessor-County Clerk-Recorder for processing assessment appeals.

Maintenance of Effort (MOE) - A statutory obligation to provide a minimum amount of funding or other effort toward a specific program area or budget.

Mission (or Mission Statement) – The purpose or mission of a specific department or agency, it consists of the department/agency name, what it does, who it serves and why it exists (purpose). All programs, services, objectives and performance measures of a given department or agency are directly related to the achievement of its mission. The mission of a budget unit is described in terms of overall service to the public and, if applicable, a legal or constitutional mandate.

Modified Accrual - Under this method, revenues are recognized when measurable and available. Property and sales taxes, interest, certain state and federal grants, and charges for services are recognized when their receipt occurs within sixty days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under accrual basis of accounting. However, expenditures related to debt service, compensated absences, and claims and judgments are recorded only when payment is due. General capital assets acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

Net Appropriations - Gross appropriations net of Intrafund Transfers. The Net Appropriation is used when summing up the County General Fund budget to eliminate double budgeting of expenditures reimbursed by other General Fund departments which are also included in Gross Appropriations.

Net County Cost – Total Requirements less Total Sources. This figure represents the part of a budget unit's appropriation that is financed by the General Fund's non-departmental revenues, such as property taxes, sales taxes and interest earnings.

Object Level (of Appropriations/Expenditures) - Major classification category of proposed or actual expenditure as defined by State regulations. Object levels include Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Intrafund Transfers and Other Financing Uses. Appropriations are legally adopted at the object level within the County budget.

One-Time Expenditures - Used to describe and differentiate non-recurring expenditures from routine ongoing costs within a given budget. Typically, equipment purchases and capital improvement projects are one-time expenditures. This category may also include single-year appropriations for special purposes.

Other Charges - An Object Level of expenditure which reflects costs not directly provided by an operating department. Includes certain selected expense categories (e.g., telephone, data processing, radio, rent, program service providers (PSPs), support costs for juvenile court wards, welfare recipients, jail inmates or interagency payments).

Other Financing Sources – An Object Level of expenditure which reflects transfers from one Fund to another for purposes such as capital projects and debt service. The General Fund's contribution to the San Mateo Medical Center is budgeted in Other Financing Sources of the Medical Center Enterprise Fund.

Outcome Based Management (OBM) – County management system that integrates Shared Vision 2010 Goals into a department's existing planning, priority-setting, performance measurement and budget development/resource allocation processes so that all programs and services provided by the County continue to make progress toward goal achievement.

Performance Measures – Indicators used to show (1) what/how much a program does – workload and effort, (2) how well the program provides services – service quality, and (3) whether anyone is better off – effectiveness and outcome of the program.

Performance Measures Summary Table – The section of the Program Plan and Budget that reflects all performance measures for the program with two years of historical data, current year estimates and performance targets for the next two fiscal years.

Program – operating unit(s) within a department that provides services to accomplish a specific outcome or purpose under the direction of a manager who plans the activities of the program, monitors its performance, and is held accountable for its success.

Program Objectives – The section of the Program Plan and Budget that identifies specific objectives and actions to be taken by program staff in order to make progress and improvement in the two upcoming years for which the budget is prepared.

Program Outcome Statement – The purpose or mission of a specific program, it consists of the program name/identity, what it does, who it serves and why it exists (purpose and outcome).

Proposition 172 – Common name for half-cent Public Safety Sales Tax, this revenue source provides funding for over 50% of criminal justice expenditures.

Realignment Revenue – Refers to the shift or realignment of responsibility from the state to counties for health, mental health and various social service programs, accompanied by a source of dedicated revenue. The revenues allocated to counties to fund these programs include a ½ cent sales tax, a portion of the Vehicle License Fees and the state General Fund. The cornerstone to realignment is increased county flexibility, discretion and effectiveness. The state's role under realignment is one of oversight, technical assistance and assessment.

Recommended Budget - The Recommended Budget is submitted for approval by the County Manager to the Board of Supervisors in May of each year. Public hearings are held on the budget in June prior to the beginning of the new fiscal year on July 1. The Recommended Budget may include reductions to meet budget targets or to address revenue changes, as well as specific additional funding for proposed projects, activities or purchases.

Reserves (same as Contingencies/Department Reserves) - Those portions of fund balance that are not appropriated for expenditure or legally segregated for a specific purpose. Reserves are not appropriated for designated expenditures and require a 4/5ths vote by the Board of Supervisors to be transferred into appropriations such as Salaries and Benefits, Services and Supplies or Fixed Assets.

Resource Allocation Summary – Total Sources, Total Requirements, Net County Cost and Authorized Positions/FTE summary that is provided in each program budget.

Revenue - Source of income to an operation from any funding source other than Fund Balance.

Revenue Class - The revenue equivalent of an "object level" of expenditure. Revenue is divided into descriptive classes for budgetary classification. Major classes include Taxes, License and Permits and Franchises; Fines, Forfeitures and Penalties; Use of Money and Property; Intergovernmental Revenues; Charges for Services; Interfund Revenues; Miscellaneous Revenue and Other Financing Sources. Revenue estimates are adopted by the Board of Supervisors at the Revenue Class level. Revenue "Sub Accounts" represent the line-item detail for specific revenue sources within a Revenue Class.

Salaries and Benefits - An Object Level of expenditure reflecting the County's compensation costs for employees. Salaries includes all types of cost attributable to personnel services of full-time, part-time, temporary, and extra-help employees, including overtime, vacation pay, sick leave pay and various types of premium pay. Benefits include the County's share of the costs for health, dental, life insurance, retirement, Social Security and Workers' Compensation.

Salary Ordinance - The master legal roster of all authorized positions in the County, delineated by budget unit. The ordinance is maintained by Employee and Public Services. Each year the Ordinance is completely updated to reflect budget changes. The Master Salary Ordinance as well as all amendments to the Ordinance must be adopted by the Board of Supervisors; changes can occur during the year as required.

Service Charges - Charges from servicing organizations for support services provided to a budget unit. These include: radio, telephone, auto insurance, liability insurance, rent, food services (jail and hospital), information system services and revenue collection services.

Services and Supplies - An Object Level of Expenditure reflecting purchase of goods and services. Includes a wide variety of expense categories required to support the purposes of a given activity (i.e., office supplies, travel and contract services).

Shared Vision 2010 – A community visioning process undertaken by the Board of Supervisors in 2000 to work in partnership with the community to achieve a citizen-developed vision for the future. The Outcome-Based Management (OBM) system has been implemented in all County programs and services to ensure alignment and progress toward the goals identified in the Shared Vision 2010 process.

Special Districts - An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water districts, drainage districts, flood control districts, hospital districts, fire protection districts and transit authorities.

Special Funds - Funds used to account for proceeds from specific revenue sources that are legally restricted as to how the revenues may be spent. The Parks Acquisition Fund is an example of this type of fund. It can only be spent for acquiring park land and developing park facilities.

Special Revenue Fund – A fund used to account for revenues legally earmarked for a particular purpose. For example, if property tax revenues are earmarked for library services, a Library Fund would account for the revenues and expenditures associated with such purposes.

TANF – Temporary Assistance for Needy Families

TARP - Troubled Asset Relief Program

Total Requirements – Reflects all expenditure appropriations, interfund transfers and reserves.

Total Sources - Reflects all revenues and fund balance utilized to finance expenditure needs.

Trust Fund – A fund established to receive money that the local government holds on behalf of individuals or other governments; the government holding the money has little or no discretion over it. Examples include employee pension funds and taxes collected for other governments.

Use of Money and Property - Revenue account that contains funds received from interest, rent payments or proceeds from the sale of property.

WIA – Workforce Investment Act

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