



**BUDGET UPDATE TO EMPLOYEES**  
**David S. Boesch, County Manager**  
**November 6, 2009**

Fellow Employees-

I want to thank all of you for your dedication to the mission of the County of San Mateo. This is a difficult period for all of us as we struggle to provide excellent service while facing serious budget challenges.

On Monday, October 26, more than 100 managers from all departments came together to hear an update on the budget, provide their ideas about service reduction scenarios and a conceptual plan for their consideration. The group had a lively discussion about how best to proceed in putting together a refined plan that we can use to engage employees, stakeholders and the general public.

Based upon the work of the group, I am preparing a modified budget balancing plan. It will lay out in more detail the recommended process and strategies. I will also seek the further involvement of and direction from the Board of Supervisors to ensure their understanding and agreement with the process.

There were a range of opinions exchanged at the management meeting. There was wide agreement that we need to accelerate the process of coming up with a thoughtful, strategic, multi-year plan that the Board of Supervisors can approve.

To that end, we are creating a Steering Committee of department heads and four working groups of managers from across the organization and representatives of our labor unions tasked to focus specifically on the areas of Multi-Department Strategies, Engagement, New Revenues and Labor Costs. I will also be meeting one-on-one with each department head to talk further about core services, service reduction approaches and criteria, and leading and managing during this period of transition as we become, by necessity, a leaner organization.

In closing, I want to personally thank you, again, for your willingness to confront our new reality and *rise to the challenge*.

Best regards,  
David

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