

Department Presentations

County of San Mateo
Preliminary Budget Hearings
March 26, 27, 29



OPENING REMARKS

Preliminary Budget Hearings

March 26, 2012

Preliminary Budget Overview

- Critical services maintained at current levels
 - Five-year plan being executed
 - **Assumptions**
 - Revenue targets will be realized
 - New taxes will be implemented
 - Salary/benefits reductions will be achieved
 - Efficiencies and cost savings will be achieved
 - No further state reductions
-

Five-Year Plan

(\$ Millions)	Y1	Y2	Y3	Y4	Y5
DEFICIT	28	24	28	49	50
Revenues	20	17	18	21	21
Service Changes	1	23	23	23	24
Negotiated Labor Savings	7	7	7	7	7
Governance / Funding Structure	0	4 - 12	4 - 12	4 - 12	4 - 12
SOLUTIONS	28	51 - 59	52 - 60	55 - 63	56 - 64
SURPLUS / (DEFICIT)	0	27 - 35	24 - 32	6 - 14	6 - 14

Updates and Issues

- Burlingame Long Term Care - Transition
 - Healthcare Reform – Enrollment Redesign
 - CalWORKS Reductions
 - County Economic Development Plan
-

Updates and Issues

- New Jail Financing and Operations Plan
 - Realignment and Re-Entry Plan
 - ISD Support Changes
 - Coroner Plan for Service Delivery Changes
-

Reviews Underway

- Cell Phones
 - Fee Adjustments
 - Memberships and Contributions
 - Overtime
 - Salary Survey – IT Classifications
 - Service Charges
-

Department Budget Presentations

- Services Provided
 - Local, State, Federal Funding
 - Major/Emerging Issues
 - Impacts to Services
 - Cost Savings/Revenue Proposals
 - Reserves
-

Board Discretion

- **Mandated Services**
 - Statutory – with Maintenance of Effort requirements
 - Statutory – no Maintenance of Effort requirements
(level of service is discretionary)
 - **Discretionary Services**
 - Local Mandate (Ordinance, Resolution)
 - Local Match - Grants
 - Overmatch
 - No mandate (fully funded services, contracts with cities)
-

Position Reductions

- A number of budget proposals will require the elimination of vacant and filled positions
 - For filled positions, the following will be offered to minimize employee impacts:
 - Early retirement (one-year service credit)
 - Voluntary separation incentive
 - Severance package
 - Placement services
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Board Direction/Next Steps

- Feedback on department proposals
 - Priorities for budget preparation
 - Additional information needed
 - **Next Steps**
 - Recommended Budget Submitted – June 1
 - June Budget Hearings – June 18 - 21
-



Thank You

Department of Public Works

County of San Mateo
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Services Currently Provided: Mandated

- Public Works
 - Roads & Fleet
 - Traffic Engineering
 - Utilities: 44 Special Districts
 - Solid Waste
 - Airports
 - Facility maintenance
 - i.e. life safety, HVAC, pest control
-

Services Currently Provided: Mandated

- National Pollutant Discharge Elimination System compliance
 - Municipal Regional Permit
 - Fitzgerald Marine Reserve
 - County maintained roads monitoring and maintenance of closed landfills
 - County Engineer
-

Services Currently Provided: Discretionary

- Parks operations
 - Devils Slide capital
 - Facility support to departments that do not pay rent
 - Capital projects & construction services
 - Pescadero Transfer Station subsidy from the Solid Waste Fund
-

Local, State, Federal Funding

- AB 939 Fee
 - Reduction Impacts: Landfill diversion programs and Integrated Waste Management Plan
 - Grants Fund Parks Capital Maintenance
 - Reduction Impacts: Increase deferred maintenance and reduce or eliminate volunteer and educational programs
-

Other Emerging Issues

- Devil's Slide Trail
 - Trail expected to open in FY 2013-14, no funding currently budgeted for ongoing operations and maintenance.
 - Facilities and Fleet deficits = \$1.8 million
 - Caused by flat service charge rates for the past three years
 - If not backfilled, longer response times and increased backlog of maintenance repairs
-

Impact to Services: Parks

- The FY 2012-13 Net County Cost allocation supports:
 - All Parks remain open with minimal services
 - Devil's Slide Trail capital project begins
 - The FY 2012-13 Net County Cost allocation does not fund deferred maintenance backlog, fire fuel load issues, reopening closed trails
-

Impacts to Services: Facilities

- FY 2012-13 Net County Cost allocation supports:
 - 100% funding for facilities that do not pay rent
 - Child Care- \$125,788
 - Old Courthouse/Museum- \$120,944
 - ISD (COB2)- \$30,140
 - Event Center- \$3,500
 - Lathrop House- \$1,000
 - Without Net County Cost, services will not be provided to these facilities
-

Impacts to Services: Other Services

- FY 2012-13 Net County Cost allocation supports:
 - Record map services
 - Special assignments from the Board of Supervisors and County Manager
 - Facilities, Fleet and Construction Services
 - Reduced departmental demand, results in funding shortfall
-

Future Cost Savings

- Implementation of:
 - Facilities Master Plan
 - Energy Management Plan
 - Staff time related to Stormwater Reporting via SMC Saves grant
 - Fleet expenses with Automated Fleet Management System funded by SMC Saves
 - Position reductions
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Future Cost Savings/Revenues

- Revenue
 - New Traffic Mitigation Fee
 - Increase Pescadero Transfer Station gate fee
 - Increase parks fees
 - Increase permit fees
 - Savings
 - Reduce memberships by 30%
 - Reduce number of cell phones by 50%
-

Non-General Fund Reserves

- Estimate \$54.5 million as of June 30, 2012
 - Special Districts, Airports, Transportation, Waste Management, Fleet Replacement, and Parks and Marina Capital Improvements
 - 100% designated for program capital acquisition or improvement projects
 - Equal 37.9% of net appropriations.
 - Not used to balance the budget
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General Fund Reserves

- Estimate \$1.2 million as of June 30, 2012
 - Cable TV Franchise Capital Improvements
 - Parks Operations has no reserves
-

Questions?

AGRICULTURAL COMMISSIONER/SEALER

County of San Mateo
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Services Currently Provided: Mandated

- Agriculture
 - Pest Exclusion inspections: agricultural commodities entering County
 - Insect pest detection trapping
 - Export commodity certification inspections
 - Pesticide Regulation enforcement
 - Fruit and Vegetable labeling inspections
-

Services Currently Provided: Mandated

- Weights and Measures services to businesses and general public:
 - Device Inspections (gas pumps, scales)
 - Scanner Inspections
 - Quality Control (Package commodity weight verification)
 - Petroleum & Weighmaster regulation
-

Services Currently Provided: Discretionary

- Weed Management Area
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State Funding

- Reduction anticipated in High Risk Pest Exclusion Program funding from California Department of Food and Agriculture
 - Projected Reduction: \$185,000
-

Impact to Services

- If High Risk Pest Exclusion (HRPE) program state aid cut, there will be impacts to services:
 - Redirection of staff time from HRPE to other programs would effect HRPE service levels
 - Longer wait times until HRPE agricultural shipments released
-

Future Cost Savings/New Revenue

- IT Initiatives to improve efficiencies
 - Fee adjustments will be proposed to attain cost recovery for services
 - Additional Unclaimed Gas Tax State revenue anticipated which will partially offset HRPE funding cuts
-

Reserves

- Estimated Fund Balance as of June 30, 2012: \$404,454
 - \$143,918 will be used in FY 2012-13 for one-time purchases or projects
 - No need to use reserves in FY 2012-13
 - Estimated Reserves (6%) in FY 2012-13:
 - Undesignated: \$ 260,536
-

Questions?

Planning and Building Department

County of San Mateo
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Services Currently Provided: Mandated

- Administration
 - Updating General Plan, LCP, Zoning, Subdivision, and Building Regulations
 - Planning and Building Code Compliance
 - Williamson Act Administration
-

Services Currently Provided: Mandated

- Processing Planning and Building Permits
 - Conducting CEQA Environmental Reviews
 - Plan Checking
 - Providing Customer Permit Assistance
 - Conducting Inspections
 - Participating with/on Boards and Planning Committees
-

Services Currently Provided: Discretionary

- IT Administration, Document Processing, GIS/Graphics
 - Regional Planning and Interdepartmental Assistance/Coordination
 - Customer Assistance and Education
 - Committee Participation
 - Planning Site Inspections
 - Local Building Code Requirements and Updates
-

Impact to Services

- FY 2012-13 NCC will Support:
 - Maintaining Current Staffing and Performance
 - Replacing Current Permit Tracking System and IT Hardware
 - Improving Stormwater Inspections and Electronic Building Permit Submittals
 - Improving Permit Processing (BPR)
 - Updating General Plan and Zoning Regulations
-

Future Cost Savings/New Revenues

- Initiatives
 - Stormwater Inspection Devices/Software
 - Electronic Building Permit Submittals
 - New Permit Tracking System and IT Hardware Replacement
 - Permit Process Improvements (BPR)
 - Shared Services with Community Services Departments
 - Permit Fee Adjustments Pending
-

Reserves

- Estimated Fund Balance as of June 30, 2012 : \$1,024,986
 - \$866,586 will be used in FY 2012-13 towards operating and project costs
 - Estimated Reserves in FY 2012-13 (2%): \$158,400
 - All Reserves are undesignated
-

Questions?

Department of Housing

County of San Mateo
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Department of Housing

- Housing Authority
 - Housing and Community Development (HCD)
-

Services: Housing Authority

All services provided are discretionary

- Rental Assistance
 - 4,700 low-income families
 - 50% elderly or disabled
 - Rental Properties
 - 240 rental units on 3 campuses
 - HOPE Plan implementation
 - Allocates 432 vouchers worth \$4.5 million
 - Moving-To-Work Program
-

Funding: Housing Authority

- 100% Federally funded
 - Housing assistance payments stable
 - 15% reduction in administrative support

 - Service Impacts:
 - Reductions offset by administrative efficiencies
-

Future Savings: Housing Authority

- Case management system upgrade
 - Online client access
 - Electronic records management
-

Services: HCD

All services provided are discretionary

- Loan Programs
 - Non-profits – affordable housing development, safety net services, home repairs
 - Homeowners – rehabilitation and down-payments
 - Support and provide technical assistance
 - Regional and Countywide Collaboratives (HOPE, HEART, Grand Boulevard Initiatives, Housing Leadership Council, 21 Elements)
-

Funding: HCD

- Federal funding declining

 - Service Impacts
 - Support for Countywide affordable housing initiatives will decline
 - Fewer dollars for loan and grant programs
 - Loan programs will be maintained as long as administrative funding is sufficient
-

Future Savings: HCD

- Reducing staff as funding declines
 - Streamlining contract administration
 - Electronic records management
-

Questions?

Office of Public Safety Communications

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Services Currently Provided: Mandated

- **911 Public Safety Answering Point (PSAP)**
 - Landline, wireless, VOIP, Telematics
 - **Dispatch Services to Contract Agencies**
 - Countywide Fire Service
 - American Medical Response (AMR)
 - Police Departments – Broadmoor & EPA
 - Sheriff's unincorporated and contract service areas (Transit, San Carlos, Millbrae, Half Moon Bay, Portola Valley, Woodside)
-

Services Currently Provided: Mandated

- Mutual Aid Communications
 - Custodian of Records
 - Certified POST Dispatch Academy Presenter
-

Services Currently Provided: Discretionary

- After hours/part-time services to County Departments
 - Alarm Monitoring
 - Back-up Dispatch Services allied agencies
-

Local and State Funding

- State revenue
 - POST reimbursements (scarce)
 - State 911 Office reimbursements
 - Prop 172
 - Local funding (contract revenue)
 - If increases to service contracts with Cities don't keep pace with department operating costs, subsidy results
-

Impact to Services

- Current FY 2012-13 Net County Allocation may have *indirect* impact 911 service delivery –
 - Temporary use of additional overtime for training
 - Taken on more workload but not added new positions
-

Future Cost Savings / Revenue Enhancement

- Saving / Reduction Initiatives
 - Scheduling Software
 - On-going cross-training
 - Re-visit time off policies
 - Continue full cost recovery efforts
 - Work with cities we serve to discuss formulas for predictable and equitable fee increases for service contracts
 - Establish a costing model for current and future contracts
-

Reserves

- Estimated Fund Balance as of June 30, 2012: \$122,888
 - Estimated Reserves \$650,610 or 7.3%
 - \$470,000 will be used for department deficit
 - \$180,000 Reserves Policy
 - Reserves are General Fund
-

Questions?

DISTRICT ATTORNEY

County of San Mateo
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Services Currently Provided: Mandated

- Criminal Prosecution
 - Criminal Investigations
 - Victim Services
-

Services Currently Provided: Discretionary

- Consumer, Environmental & Forfeiture
-

Impact to Services

- No impacts anticipated in FY 2012-13 because of the additional Prop 172 funding.
-

Future Cost Savings

- SMC Saves: File scanning project
-

Reserves

- Estimated Fund Balance as of June 30, 2012: \$1,196,868
 - Estimated Reserves \$80,560 or 0.3%
 - Reserves will not be used in FY 2012-13
 - Reserves are General Fund
-

Questions?

Sheriff's Office

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Services Currently Provided: Mandated

- Court Security and Inmate Transportation
 - Maguire Correctional Facility
 - Custody Programs
 - Emergency Services
 - Patrol
 - Investigations
 - Administration and Support
 - Professional Standards
-

Services Currently Provided: Discretionary

- Community and School Policing
 - SWAT and Hostage Negotiation
 - Technical Services
 - Crisis Management Unit
 - Street Crime Task Force
 - Cargo Theft Task Force
 - Juvenile Diversion
 - Gang Intelligence Unit
-

Services Currently Provided: Discretionary

- Bomb Squad
 - Countywide Security
 - Marine Patrol and Rescue
 - Forensic Laboratory
-

Federal Funding

- State Criminal Alien Assistance Program
 - \$400,000 shortfall in FY2011-12
 - President proposes 71% decrease in FY12-13
 - Potential additional reduction of \$710,000 for combined reduction of \$1,110,000
-

Impacts to Services

- Due to loss of Federal Funding
 - Total Potential Loss \$1,110,000
 - Equivalent to 7 Deputy Sheriff Positions
-

Other Issues

- Evaluating externally funded program budgets for service impacts, ex. Cal-ID, VTTF
-

New Revenues

- Potential Fee Adjustments
 - Vehicle Impound Fee - \$26,000
 - Other Licenses & Permits
-

Overtime

- Efforts to Reduce Overtime
 - Comprehensive strategy for FY 2012-13 to be presented at the June Board hearings
-

Reserves – General Fund

- Estimated Fund Balance as of June 30, 2012: \$12,610,471
 - Estimated Reserves \$7,460,868 (5.6%)
 - Reserves will be used to offset Net County Cost in FY 2012-13
-

Reserves – General Fund

- Designated Reserves \$3,830,000
 - DEA Task Force Deputy (2 years)
\$400,000
 - Unmet Capital Needs \$150,000
 - Strategic Master Plan – Technology
\$3,280,000
-

Replacement Jail Project Update

- Approved Functional Plan, Size, and Scope
 - Site Secured and Tenant Relocation In Progress
 - Environmental Mitigation Work in Progress
 - Recommendations of Architectural and Construction Management Firms to the Board of Supervisors in May 2012
-

Replacement Jail Project Update

- Jail Programming Committee – Strategic Planning Project Has Begun
 - AB-900 Funding Award Considerations Continues to Be Sought After
-

Forensic Lab Cost Recovery

- Total Requirements \$8,936,009
 - 18% - Funded by Charges for Services
 - 52% - Funded by Grants & Other Federal/State
 - 30% - Net County Cost
 - Major non billing agencies
 - 10.8% DA's Office
 - 11.4% CHP
 - 1.1% SF Airport DEA
-

Questions?

Probation Department

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Services Currently Provided: Mandated

- Pre-Trial Services
 - Court Investigation
 - YSC Juvenile Hall
 - Juvenile Traffic Court
 - Placement / WRAP
 - Field Supervision
 - Adult Intensive Supervision
-

Services Currently Provided: Mandated

- Realignment
 - SB 678 (Evidence-based Supervision)
 - Domestic Violence
 - Sex Offender Supervision
 - Computer Assisted Supervision (CAST)
-

Services Currently Provided: Discretionary

- Camps
 - Bridges / Pathways / Drug Court
 - High Risk Offenders / Gang
 - Prevent Repeat Offender Program (PROP)
 - Family Preservation
 - Violent Offender
-

Services Currently Provided: Discretionary

- Electronic Monitoring Program
 - Court Work
 - Assessment Center
 - Community Care Program
-

Realignment

- Definition of Realignment population
 - Current and expected number of clients
 - Probation Department's role
 - Initial impact on department services
 - Community Corrections Partnership (CCP)'s role
-

Impact to Services

- Relief staffing needs for Institutions:
 - Compliance and liability issues
 - Extra-Help Relief Staffing
 - Limited data reporting capability:
 - Poor case management systems
 - Outdated IT infrastructure
 - Increasing data reporting requirements (Evidence-based supervision model; Realignment)
-

Impact to Services

- Heavily impacted by Realignment:
 - Realignment funding will help build the capacity
 - Staff constraints:
 - Lean staffing
 - Lack of permanent vacancies - less flexibility in quick-response to backfill needs
-

Future Cost Savings/New Revenues

- IT initiatives will produce efficiencies as well as long term cost savings.
 - Declining population in Institutions may generate salary savings.
 - Potential savings in institutional food services
 - Recently imposed new fees and increased some existing fees
 - Exploring options to reopen Camp Kemp
-

Reserves

- Estimated Fund Balance as of June 30, 2012: \$2.38 million
 - \$1 million will be used in FY 2012-13 to balance the budget
 - Estimated Reserves (1.9%):
 - Designated: \$1,148,133 (Contingency for JJCPA and JPCF Programs)
 - Undesignated: \$203,951; 0.28% of Net Appropriations
-

Questions?

Coroner's Office

County of San Mateo
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Services Currently Provided: Mandated

- Death Investigation
 - Cause of Death
 - Safeguard Property of Decedent
 - Identify Decedents
 - Locate and Notify Next-of-Kin
 - Sudden Infant Death Syndrome (SIDS)
 - Blood Testing
-

Services Currently Provided: Discretionary

- Administration Support
 - Save-A-Life Program
 - Every 15 Minute Program
-

Department Deficit (excluding State cuts)

- \$154,000 deficit due to the reduction in Net County Cost in prior years and use of Reserves to cover ongoing salaries and benefits
 - Includes \$22,000 of Reserves to continue funding an Office Assistant position
 - Deficit will be covered by Reserves in FY 2012-13
-

Impact to Services/Future Cost Savings

- Streamline Services by Implementing a 3 year plan.
 - By FY 2012 – 13 (Year 1)
 - Eliminate hospice cases
 - New process for non-removal deaths occurring in hospitals and medical facilities
 - Implement a new case management system
 - Provide services in-house to reduce contract costs
 - Convert position and schedule changes to increase coverage during peak business hours
-

Impact to Services/Future Cost Savings

- By FY 2013 – 15 (Year 2 & 3)
 - Reorganization of services
 - Administration
 - Explore shared services
 - Potential relocation
 - Renegotiate contracts
-

Reserves

- Estimated Fund Balance as of June 30, 2012: \$530,682
 - Estimated Reserves \$362,297 or 12.7%
 - 5.4% used for department deficit (\$154,000)
 - 2% Reserves policy (\$57,000)
 - .4% for training (\$10,000)
-

Reserves (cont)

- 1.8% Technology Costs (\$50,000)
 - 1.4% Equipment and Supplies Costs (\$41,000)
 - 1.7% reserved for potential morgue remodel and move costs (\$50,297)
-

Questions?

County Fire

Fire Protection for the Unincorporated Area

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Services Currently Provided

- **Staffing for Four County Fire Stations**
 - Pescadero
 - Skylonda
 - Cordilleras
 - Tower Road
 - **1 Engine with 3 “Seats” per Station**
 - Each engine has one Paramedic
 - **Fire Marshall Services**
-

CalFire Contract

- **Projected FY 12/13 Contract**
 - \$5,474,927
 - Increase of \$106,000, Due to Health Benefits

 - **Staffing**
 - 31.5 Fire Station Staff
 - Includes 14 Paramedics
 - 3.5 Command Staff
 - 1.6 Support Staff
-

Structural Fire Fund

- **Property Tax Revenue**
 - Source: 50/50 secured and unsecured
 - Drop in unsecured tax revenue in FY 11/12.
 - **Projected FY 12/13 Deficit: \$1.6 m**
 - **January Budget Workshop Plan**
 - Increase revenue by \$ 1m
 - Reduce expenses by \$1m
-

New Revenue

- **Benefit Assessment**

- \$16.60/month per parcel raises \$1million
- Unincorporated area not in other fire districts
- Subject to 218 protest
- Requires 45 day mailed notice of hearing

- **Issues**

- State SRA fees of \$125/parcel may also be charged to these parcels – status unclear
 - Need direction from Board to proceed
-

Reduce Expenses: Tower Road

- **Eliminate County ALS Engine at Tower Rd**

- Savings = \$1.046 million

- **Impacts**

- 2 Engines at Tower Rd – CSA 1 & State
 - State Engine may leave during fire season
 - City of San Mateo Station within 1 mile
 - San Mateo and Belmont – no concerns
 - Need to meet with CSA 1 residents
-

Reduced Expenses: Cordilleras

- **Cordilleras Engine to “Quick Attack”**
 - Savings = \$400,000
 - **Impacts**
 - Reduce seats from three to two
 - Paramedic and firefighter on engine
 - Over 80% of calls are medical response
 - Station receives average of one a call a day
 - Four staff required to enter a burning building
-

Reduced Expenses: Mechanic Position

- **Eliminate Vacant Mechanic Position**
 - Estimated Net Savings = \$30,000
 - Services provided by DPW under contract
-

Future Cost Savings

■ Three Station Consolidation

- Redwood City, San Carlos, County Station
 - New central site on Edgewood Road
 - One engine and one “quick attack”
 - Nine “seats” 24/7 reduced to five “seats”
 - Initial discussions begun with cities
 - Direction from Board to proceed?
 - Key issues: operator and cost sharing
-

Other Issues

■ Facilities

- Skylonda Barracks Replacement
 - Estimated Capital Cost = \$2.5 to \$3 million
- Pescadero Station Replacement
 - Wait until flood issues are resolved

■ Equipment

- No near term replacement needs
 - Use engines for “quick attack”, provides for exterior fire fighting
-

Questions?

Controller's Office

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Mandated Services Provided

- **Payroll** services for County, Courts and Special District employees
 - **Property Tax Administration** – Create bills, maintain tax rolls, and apportion \$1.5 billion annually to 133 taxing agencies
 - **Property Tax System** – manage and maintain computerized system
 - **Internal Audits** - operational and mandated audits and special projects
-

Mandated Services Provided (continued)

- Ensure **Accounting** controls are maintained
 - **Accounting** services for 12 Special Districts and 7 other agencies
 - Run County's Financial **Accounting System** (IFAS) - trained 425 employees
-

Property Tax System

- In 2011, Property Tax System expenses were transferred from the Tax Collector's Office to the Controller's Office.
 - We anticipate a transfer of funds to cover this deficit in the Controller's Office's budget.
-

Impact to Services

- No service reductions
 - We will continue to innovate and provide more efficient processes and services.
 - Implement changes in Property Tax laws: ABX1 26 – Redevelopment Agency (RDA) Dissolution
-

New Revenues

- New revenues for accounting and payroll services for 11 special districts and other external agencies (est. **\$33,000**).
 - Increase in audit revenues (est. **\$30,000**).
 - Current audit fees are \$115,000.
 - Subsidized audit costs are \$237,700.
 - 5-year plan for full cost recovery includes \$47,500 increase in annual charges.
-

Future Cost Savings

Impact to Countywide cost savings:

- Timekeeping System 24/7 Medical Center Pilot: impact to salaries/benefits
 - HR Payroll Information System replacement
 - Electronic Payments: community-based organizations, vendors, cities, employees
-

Future Cost Savings (continued)

- Review and evaluate countywide processes – Purchasing, Contracts, Revenue Services
 - Automation of invoice processing
-

Reserves

- Estimated Fund Balance as of June 30, 2012 is \$965,523.
 - \$25,000 of General Fund Reserves will partially fund the replacement of staff computers in FY 12-13.
 - Estimated Reserves for FY 2012-13 is \$513,677 (6.44% of Net Appropriations).
 - Non-General Fund: \$290,603 (3.6%)
 - General Fund: \$223,074 (2.8%)
-

Questions?

Assessor-County Clerk-Recorder

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Mandated Services Provided

Appraisal Services

- Produce accurate and timely assessment rolls
- Annually assess all tangible real and business property in the county

County Clerk-Recorder

- Maintain and issue all vital records (birth, death and marriage)
 - Record all documents relating to land records
-

Mandated Services Provided

Elections

- Conduct federal, state and local elections
- Register voters and maintain a voter registration file

Administration & Support

- Provide planning, budget, technology and communications support to all divisions
 - Provide the infrastructure support and manage system upgrades
-

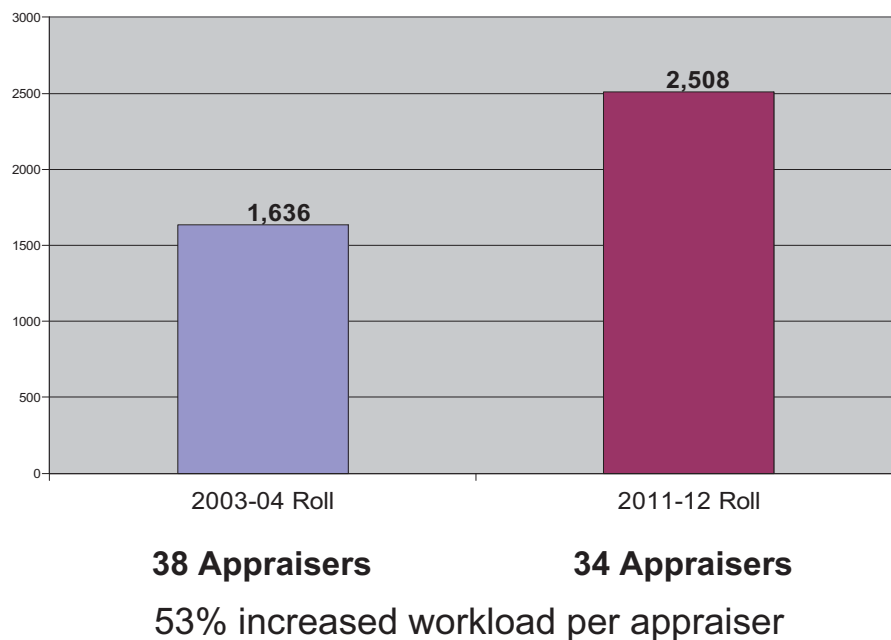
Impact to Services

Impact of FY 2012-13 Net County Cost allocation:

- Our NCC allocation does not address reduction in staffing and substantial increases in assessment appeals (up 110% since 2007) and decline in value claims (up 2,840% since 2007) that require **additional** appraisal and support staff.
-

Impact to Services (continued)

Average Activities Per Appraiser



Impact to Services (continued)

- Performance will be impacted:
 - 1) Delayed processing of real estate activities such as sales, transfers and new construction.
 - 2) Delayed processing of eligible exemptions such as Props 58, 60 & 90, and veterans, welfare and religious exemptions.
 - 3) Delayed processing and disposition of assessment appeals.

Future Cost Savings

- **Future departmental savings initiatives:**
Assessor: More cross-training; relieve certified appraisal staff of clerical functions; streamline/standardize appeals processes; expand internal document scanning; electronic transmission of building plans and permits from local jurisdictions.
Clerk-Recorder: Electronic recording
-

Future Cost Savings (continued)

Elections: Legislation allowing All Mail elections; promote use of electronic voter pamphlets.

Overtime: Established quarterly targets for roll close; Continued use of high-speed automated sorting and scanning system to process mail ballots and registration cards.

Cell phone & Wifi reduction: \$11,907 estimated annual savings (or 47% reduction)

New Revenues

- **Potential Fees:** Filing fees for Props 58, 60 & 90 (\$90K estimated annually)
 - **Potential New Revenue:** Rescind Prop 90 exemption (replacement home in another county; estimated revenue of \$210,000 accumulating annually); discovery of new businesses.
-

Reserves

- Estimated Fund Balance as of June 30, 2012: \$1,045,342
 - A portion of Reserves may be used to balance the FY 2012-13 budget
 - Estimated % of Reserves to Net Appropriations for FY 2012-13: 4.39%
-

Questions?

Treasurer-Tax Collector

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Services Currently Provided

- **Mandated Services:**
 - Bill and Collect Property Taxes
 - Manage the County Investment Pool
 - Administer Banking Services
 - Oversee Paying Agent Responsibilities
 - **Discretionary Services:**
 - Provide Billing and Revenue Debt Collection Services
-

Impact to Services

- The FY 2012-13 Net County Cost allocation will not impact the services provided by the Treasurer-Tax Collector at this time.
-

Future Cost Savings

- Implementation of the Lockbox processing system will produce significant cost savings and the elimination of a vacant position from the Tax Collector's Office.
 - The purchase of a new tax system shared by the three fiscal departments will produce costs savings in automation charges and maintenance due to newer technology.
-

Future Cost Savings

- E-Billing will produce savings in paper, printing and postage charges and is a green alternative to paper tax bills.
 - The cancellation of four departmental cell phones will lower costs in telephone charges.
-

Reserves

- The Treasurer-Tax Collector estimates a Fund Balance of \$4,436,260 as of June 30, 2012
 - Reserves will not be used in FY 2012-13 to balance the budget
 - Reserves to Net Appropriations estimate for FY 2012-13 is 21%
-

Reserves

- \$1.27M of our reserves is designated for the purchase of a new tax collection system
 - \$100K is designated for research and development of the E-billing project
 - \$75K is designated for research and development for re-design of Tax Collector and Revenue Services website
-

Reserves

- \$60K is designated for one time licensing fees and for the replacement of a server and equipment
 - \$50K is designated for the one-time costs associated with opening a tax payment location in the Half Moon Bay area
-

Questions?

Information Services Department

County of San Mateo
Preliminary Budget Hearings
March 27, 2012

Services Currently Provided

- Support County Business Applications - M
 - Support County IT Infrastructure - M
 - Countywide IT Project Management - LoS
 - Core IT Support - LoS
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Support County Business Applications

Envision PIPS Project-Connection RMS EZ-Access
JAMS Cal-Win DSS CASES JCMS CJIS
Permit-Plan eClinicalWorks eGov
County Email Live-Scan County GIS CAD
IFAS ATKS Street-Saver County ECM Cal-Works
BRASS CAMS Syntellect
Mega-Profile LMS Countywide Backup Office-Automation Conveyant

We Provide Core IT Support For...

- Health System
 - Human Services Agency
 - Probation
 - County Counsel
 - Department of Housing/Housing Authority
 - Agriculture, Weights and Measures
 - First 5
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Department Deficit

- Amount – \$2.3 million
 - Primary Causes
 - Holding rates flat while absorbing labor cost increases
 - Decreasing client demand for ISD services
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Department Deficit, continued

- Work done to date to reduce our deficit
 - Reduced 12 positions (7 filled) since FY 2010-11
 - Reduced internal operating costs
 - Reduced vendor maintenance costs
 - Used Departmental Reserves in FY 2009-10 and 2010-11
 - Received \$2.3 million from Non-Departmental Reserves to balance our FY 2011-12 budget
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Impact to Services

- If we receive the same \$2.3M backfill in FY 2012-13, we would be able to maintain service levels
 - If we do not receive the full backfill we will have to reduce service levels
 - If a department ISD supports experiences a decrease in funding, they could reduce the amount of their ISD budget
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Future Cost Savings

- Begin 2-year plan to reduce our structural budget deficit and lower the cost of IT Support Countywide in FY 2012-13
 - Year 1- Eliminate 12 positions (9 filled) \$1.2M
 - Service level reductions
 - Reduce Service Desk hours from 7 to 7 to 8 to 5
 - Decreased client demand
 - Moving Health System A\P processing to the Health System
 - Reduced internal operating costs
 - Consolidated internal support applications
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Future Cost Savings, continued

- Year 1- Plan to review salaries for Central IT classifications \$TBD
 - Year 2 – Work with the Service Charge Redesign Committee to change ISD’s charge-back model and possibly lower the cost of Core IT Support \$TBD
 - Year 2 - Work with the Admin. Services Consolidation Committee to determine the value of implementing a centralized Core IT support model \$TBD
 - Year 2 – Based on our SMC Saves project, migrate from conventional PC’s to lower cost Virtual Desktop Instances (VDI). Anticipate a 25% reduction in one-time and ongoing costs
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Reserves

- ISD Reserve Balance June, 2012: \$1,982,119
 - ISD Reserves are primarily for the replacement of Countywide IT infrastructure, further use of ISD reserves is not recommended
 - Plan to request a \$1.1 million subsidy from non-departmental reserves to balance our budget – a 55% reduction from the current fiscal year
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Questions?

Human Resources Department

County of San Mateo
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Mandated Services Provided

- Employee & Labor Relations
 - Equal Employment Opportunity / ADA
 - Recruitment & Selection
 - Classification & Compensation
 - Risk Management
 - Employee Benefits
 - Civil Service Commission
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Discretionary Services Provided

- Employee Wellness
 - Training & Development
 - Administration
 - Commission on the Status of Women
 - Domestic Violence Council
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Impact to Services

- Increased complexity of Employee Relations/EEO/ADA/WC caseloads
 - Increased demand for strategic approaches
 - Prioritized services based on customer needs
 - Placement/Layoff Services
 - Labor Negotiations
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Future Cost Savings

- SMC Saves
 - Recruitment Technology
 - Computer-Based Testing
 - Business Process Redesign
 - Technology - Human Resources/Payroll Information System
 - Shared Services / Partnerships
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Future Cost Savings (con't)

- Classification & Compensation Diagnostic Review
 - Medical Insurance RFP
 - Negotiated Labor Agreements
 - Employee Engagement
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Reserves

- Estimated Fund Balance as of June 30, 2012 = \$609,283
 - Reserves generated through service efficiencies
 - Reserves estimated to reflect 6% of Net Appropriations in FY 2012-13
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Reserves (con't)

- Reserves above 2% of Net Appropriations (\$335K) designated to meet future demand/fill gaps in resources, including:
 - Technology Initiatives/ Upgrades(\$285K)
 - Online Training Courses
 - Tuition Reimbursement System
 - Equipment Replacement
 - HRIS Costs
 - Internships (\$50K)
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Questions?

COUNTY COUNSEL

County of San Mateo
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Mandated Services

- General legal advice and representation for the Board, County Manager, and County departments
 - General legal services to all departments, boards, and commissions regarding compliance with all laws, regulations, ordinances, contracts, and other County policies and directives
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Mandated Services (cont'd)

- Representation of agencies for protection of vulnerable and fragile populations
 - Defend and/or prosecute civil actions involving the County, its Supervisors, elected officials, or employees
 - Advise the Grand Jury and assist the Superior Court, upon request
 - Provide counsel to 23 school districts, and other local agencies and districts
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Mandated Services (cont'd)

- Priority of services is determined by consideration of legal requirements, client priorities, immediacy (e.g., health/safety impacts), policy/fiscal impacts, and liability/exposure.
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Non-Mandated Services

- The Department's Non-Mandated Services are those legal services to non-county clients, such as special districts, First 5, C/CAG, school districts, the Expo Center, the Health Commission and HEART.

The fees collected for these services cover the costs to provide the services.

Impact to Services

- The County Counsel's office is taking action, through its future cost savings/new revenues initiative to absorb the cost allocation reductions, and thus avoid any impact on services.
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Future Cost Savings

- Reduce document storage/archive costs through electronic imaging storage
 - Renegotiating rates for electronic legal research services and selective reduction of law library publications
 - Reduction of training expenses through increased use of in-office presentations to meet Mandatory Continuing Legal Education requirements
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New Revenues

- Increasing fees by 1.5% to \$195 per hour for legal services provided to non-County agencies in order to fully recover costs (including special districts, First 5, C/CAG, school districts, the Expo Center, Health Commission, HEART, etc.)
 - Add two fee-paying clients:
 - County Law Library
 - Resource Conservation District
 - Reimbursement of legal services to County Controller in connection with RDA dissolution process
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New Revenues (cont'd)

- Proposal that County Counsel's Office provide legal services for Health System medical malpractice claims
 - Anticipated annual Health System savings of at least \$150K to \$200K by bringing legal defense services in-house.
 - Estimated revenue for new health legal services is \$152K (approximately 800 hours @ \$190/hr)
 - The cost of one additional attorney is approximately \$215K
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New Revenues (cont'd)

- The remaining cost of the additional attorney would be offset by RDA dissolution costs that will be reimbursed by the State. It is estimated that the office will be reimbursed \$60 - \$90K in RDA attorney fees.
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Reserves

- Estimated Fund Balance as of June 30, 2012
 - \$2,213,701
 - Reserves to be used to balance the budget for FY 2012-13
 - \$182,000
 - Balance of reserves to Net Appropriations
 - \$1,465,056 – 15%
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Reserves

- Planned use for FY 2012-13 Reserves:
 - Replacement of 6 year old computer systems and upgrade of Word application: \$110,000
 - Replacement of antiquated case management system: \$ 90,000
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Questions?

County Manager/Clerk of the Board

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Current Services

■ **County Management**

- Supports the Board to achieve their priorities
- Sets strategic direction
- Prepares and recommends a balanced budget
- Monitors progress and improves performance
- Builds community capacity

■ **Clerk of the Board**

- Prepares and publishes the Board's agenda
 - Ensures Board's legal requirements are met
 - Supports Board appointments to advisory board and commissions
-

Current Services

■ **Intergovernmental and Public Affairs**

- Advocates federal and state legislation
 - Educates and engages the community
 - Improves access to and simplicity of use of digital government
 - Manages grant funding opportunities
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Current Services

■ **Community Services**

- Ensures unincorporated area communities' access to services
 - Supports sustainability initiatives
 - Assists in implementation of Facilities Master Plan
 - Promotes shared services with cities and within the county
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Current Services

- **Real Property**

- Negotiates lease agreements for County use
- Negotiates acquisition, use and sale of County-owned property

- **Purchasing / Mail / Surplus Property**

- Ensures cost-effective procurement of goods/services
 - Picks up and delivers interdepartmental and U.S. mail
 - Coordinates reuse of surplus property/equipment
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Mandated vs. Discretionary

- County Charter establishes County Manager, Clerk of the Board and Purchasing Agent functions

- Board discretion

- Levels of service provided
 - Grant opportunities pursued
 - Memberships and contributions
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Local, State, Federal Funding

■ Grants

- Achieve 180 (Re-Entry Program)
- CalTrans (Job Training for Re-Entry Clients)
- Bike, Van & Car Sharing and Telework Program (Metropolitan Transportation Commission)
- Food and Shelter Grants (Joint funding with Silicon Valley Community Foundation)

■ Cost recovery

- Some state/federal reimbursement from claims submitted by departments for indirect overhead
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Future Cost Savings / Revenues

■ Revenues

- Pursue economic development
- Increase cost recovery and adjust fees

■ Savings

- Reprioritize projects, reduce costs
 - Reorganize when positions become vacant
 - Lead Countywide efforts
 - Administration/Support review and consolidation
 - Business Process and Service Charge Redesign
 - SMC Saves, Countywide IT Strategic Plan initiatives
 - Refinancing opportunities to reduce existing debt
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Reserves

- Estimated Fund Balance as of June 30, 2012 = \$875,000
 - Will use \$715,000 to maintain services as cost savings/revenues are being implemented
 - Reserves balance = \$160,000
 - minimum 2% Reserves Policy requirement
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Questions?

Health System

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Mandated Services

Health System must provide

- Services to everyone who comes to the Emergency Department
 - Healthcare to residents below 200% of the Federal Poverty Level
 - Services to the seriously mentally ill
 - Services to seriously emotionally disturbed children
 - Substance abuse and treatment services identified in the Federal block grant
 - Healthcare for inmates in jail and minors in juvenile hall
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Mandated Services

Health System must provide

- Core public health functions: PH laboratory, restaurant inspections, disease control and investigation, animal control
 - Protection of conserved adults through the Public Guardian
 - Protection against elder and dependent adult abuse
 - Handling estates of decedents without administrators
 - In-Home Supportive Services (IHSS)
 - California Children's Services (CCS)
 - A Medi-cal Mental Health Plan
-

Discretionary Services

- Case management and early intervention for children, families, older adults and persons with disabilities
 - Building healthy communities to prevent chronic disease
 - Treatment and recovery for substance users
 - Nutrition supports for low-income parents and children
 - Re-entry and rehabilitation services in the jails
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Discretionary Services

- Health insurance for low-income children
 - Emergency Medical Services (EMS)
 - Support for commissions and community advisory boards
 - Be a part of a Medi-Cal provider network since:
 - Not enough providers willing to take Medi-Cal
 - We receive substantial additional state and federal funds for providing these services
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State and Federal Funding

- \$12M reduction in state/fed funding for healthcare services
 - \$590K reduction in 1991 Health and Social Services Realignment and other state funding
 - \$410K reduction in fed funding for HIV services
 - \$160K reduction in Women, Infants and Children (WIC) funding
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State and Federal Funding con't.

- Burlingame Long Term Care - \$18M
 - Cost of transition out of BLTC
 - Employee Related Costs \$6.2M
 - Patient Placement Costs \$1.4M
 - Capital/Close Out & Misc. \$1.4M
 - Cost of operating BLTC for a year while we wind down
 - Uncertainty regarding school funding for mental health services for children in special education
 - Uncertainty regarding Mental Health Realignment funding
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Criminal Justice Realignment

- As of February 10th, for the post-release supervisees seen by the Health System:
 - 52% indicated need for AOD treatment
 - 28% indicated need for Mental Health treatment
 - 35% indicated need for other medical treatment
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Impact to Services

- To a very large extent, the FY 2012-13 Net County Cost allocation will allow the Health System to continue services
 - It will also allow the Health System time to pursue revenue increases and cost reduction strategies
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Revenue Increases

- Flexible staffing to match patient census (\$1.1M)
 - Improve patient flow in surgery, clinics, pharmacy and rehab (\$4.7M)
 - Improve revenue capture (\$4.4M)
 - Increase revenue through aggressive enrollment in coverage programs (\$2.4M)
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Cost Savings

- Reduce supplies expense through new purchasing / inventory system (\$500K)
 - Reduce Pharmacy/Lab expenses with new vendors (\$225-\$325K)
 - Reduce warehouse space (\$60K)
 - Consolidate IT Systems (\$40K)
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Planned Fee Adjustments

- Public Guardian
 - Environmental Health
 - Animal Licensing
-

Reserves

- Expect FY 11-12 to end within our Net County Cost
 - Will use \$3.1 million in general fund reserves next year
 - Will have \$7.9M (3%) remaining in general fund reserves
 - Will maintain \$3.8 million in special fund reserves
 - \$2.6M – Emergency Medical Services
 - \$1.2M – Public Authority
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Reserves

- Of the \$7.9M General Fund Reserves
 - \$4.7M is to meet the County Requirement of 2%
 - \$1.8M to cover swings in fed/state funding and audits
 - \$1.4M for future capital projects, including IT
-

Questions?

Human Services Agency

County of San Mateo
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Mandated Services Provided

- Economic Self-Sufficiency
 - Eligibility Determination for state, local and federal programs: Health insurance (Medi-Cal), Food assistance (CalFresh) and Temporary financial assistance for low-income families (CalWORKs) and individuals (General Assistance and Cash Assistance Program for Immigrants)
 - CalWORKs, CAPI, GA Payments
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Mandated Services Provided

- Children and Family Services
Child Protective Services and foster care payments
 - SMC Works
CalWORKs Employment Services
 - Collaborative Community
Child Care payments and Re-entry Services (AB 109)
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Non-Mandated Services Provided

- Economic Self-Sufficiency
Enhanced eligibility services to low-income families and individuals
 - Children and Family Services
Receiving Home, Family Resource Centers, Foster Youth Employment Services, Children and Family Service Enhancements
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Non-Mandated Services Provided

- SMC Works

Jobs for Youth, Vocational Rehabilitation Services, Academic Centers, and Science, Technology, Engineering and Math (STEM) programs

- Community Capacity

Veterans Services, Safety Net Services (shelter, food, information and referral) through the Core Service Agencies, Homelessness Prevention

Governor's Proposed Budget

- CalWORKs reductions:

- Low-income families will lose an average of \$300 a month (\$2.4 million annually in San Mateo County)

- Child-only cases will lose an average of \$100 a month (\$1.9 million annually in San Mateo County)

Governor's Proposed Budget (cont.)

- \$1 million reduction to the CalWORKs single allocation
 - Reduction of services such as child care to working families and staff support
 - Child Care cuts will reduce the number of eligible families
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Governor's Proposed Budget: Impacts

- CalWORKs cuts would lead to:
 - Low-income families turning to county-funded services in greater numbers
 - Greater risk of housing insecurity for families with children
 - Prolonged poverty for county children, reducing educational and career outcomes over their lifetimes
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Criminal Justice Realignment

- 109 clients served (Oct 2011 – Mar 2012)

With the following needs:

□ Transportation assistance	93%
□ Access to benefits	77%
□ Housing	70%
□ Employment	62%
□ Emergency Food Stamps	61%
□ Community mentor	60%

Reserves

- Department's estimated Fund Balance as of June 30, 2012 is \$6.1 million
 - \$400,000 will be used for FY12-13 projects
 - Reserves are estimated at 2.8% of Net Appropriations for FY 2012-13
 - Reserves are \$5 million undesignated General Fund and \$1.1 million designated General Fund
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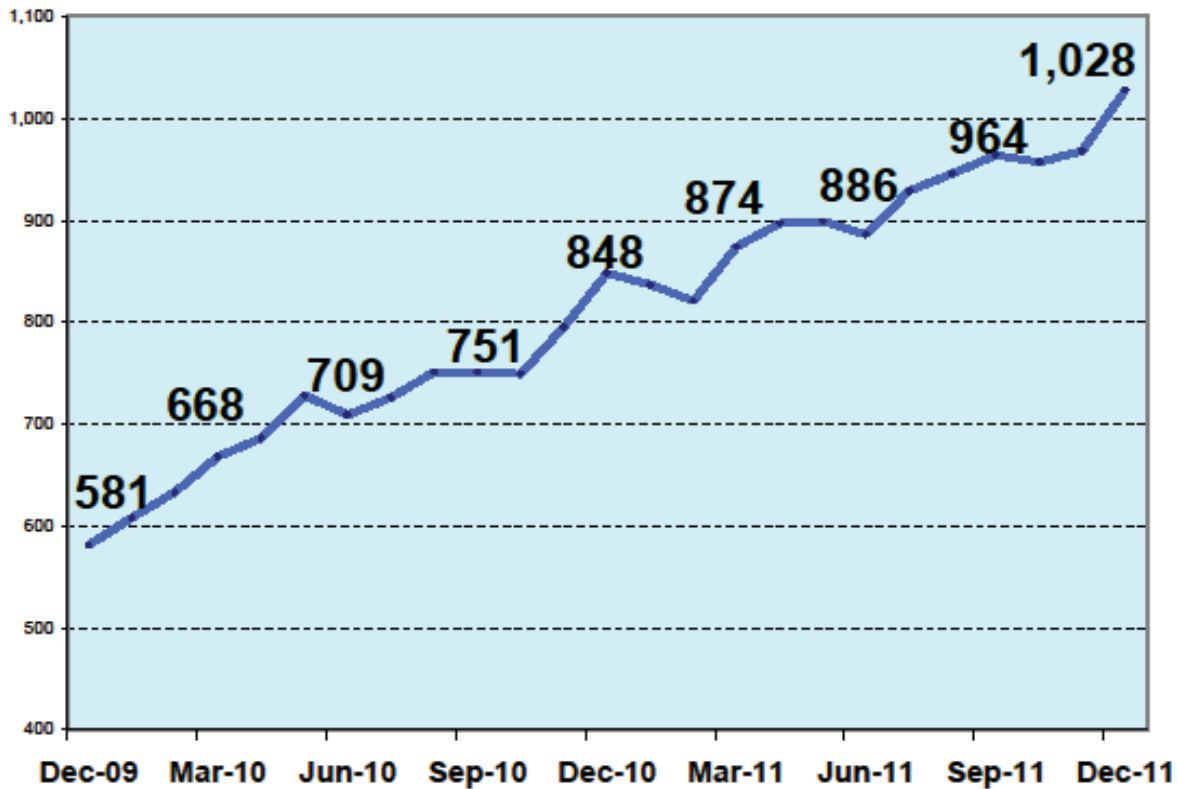
Reserves

- \$400,000 of reserves will be used for one-time projects:
 - Health Care Reform and Service Delivery Redesign (infrastructure, workflow and client service environments)
 - Total costs of the projects above: \$1.4 million
-

Impact to Services

- In FY 2012-13, HSA will be able to maintain current year service levels
 - The growing GA caseload has an impact on HSA's Net County Cost. HSA will need to explore:
 - Staff/service reductions
 - Time limits and grant reductions
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General Assistance Caseload Growth



Impact to Services (cont.)

- Over 50,000 new eligible clients due to anticipated growth through the Affordable Care Act
- Additional expanded service populations: AB 109 (re-entry), AB 12 (foster youth ages 18-21)

Future Cost Savings

- In preparation for Health Care Reform, the Service Delivery Redesign will enable HSA to provide efficient and effective services to a growing eligible population
 - SMC Saves initiative
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Questions?

Child Support Services

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Services Currently Provided: Mandated

- Locate parents
 - Establish paternity
 - Establish financial and medical support orders
 - Enforcement and modification of court orders
 - Accurate distribution of collections
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Federal and State Funding

- Federal / State funding 66/34 ratio
 - Administrative Funding - \$11 million (-1%)
 - IT Funding
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Future Cost Savings

- Electronic workflow mail
 - \$250,000 investment
 - \$150,000 annual savings
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Reserves

- \$2.8 million designated General Fund reserves as of June 30, 2012
 - \$560,000 FY 2012-13
 - 19% Reserves to Net Appropriations
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Reserves

- Electronic workflow mail
 - \$250,000 investment
 - Facility charges
 - \$270,000
 - Call Recording Capability
 - \$40,000
 - Designated General Fund
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Questions?
