



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
County Manager's Office



**DATE:** September 21, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** Majority

**TO:** Honorable Board of Supervisors  
**FROM:** David S. Boesch, County Manager  
**SUBJECT:** FY 2010-12 Recommended Budget Hearings Report Backs

**RECOMMENDATION:**

Accept this report and the attached responses to the report back items requested by the Board of Supervisors during the FY 2010-12 Recommended Budget Hearings conducted in June 2010 and provide direction on the following reports that require Board action:

- a. Appraisal Services Division
- b. Department of Housing
- c. Health System

**BACKGROUND:**

During the June 2010 budget hearings, the Board directed staff to report back on a number of issues affecting current and future budgets and County operations. This brief report provides updates on the status of each report back with completed responses attached.

**DISCUSSION:**

Report backs and status updates are provided below for each of the report backs. For those items that have been completed, the response will indicate "See attached report." Three reports, budget requests from the Appraisal Services Division of the Assessor-County Clerk-Recorder's Office, the Department of Housing and the Health System, require Board action and my recommendations are included below. There are also three updates on two report backs where my office is requesting additional time to complete and an update on the County's Five-Year Capital Improvement Plan.

**Report Back Items Requiring Board Action**

**Report Back Item:** Analyze the cost of an Appraiser versus the amount the County could recapture as property values recover.

**Response:** See attached report and County Manager's recommendation below.

**County Manager's Recommendation:** My recommendation would be to take a measured approach and add two short-term temporary full time equivalents (FTEs) now and conduct semi-annual reviews to determine if more positions are necessary. These

FTEs, one Senior Commercial Appraiser and one Assessor Recorder Technician II, can be added as extra help or unclassified positions. The first staffing/workload review of the Appraisal Services Division would be conducted as part of the FY 2011-12 budget development process.

**Report Back Item:** Explore options for a General Fund allocation for the Department of Housing and how funds could be used a) list key issues in Housing and how General Fund dollars could be useful and b) present an inventory of how cities support and assist with various housing related projects.

**Response:** See attached report and County Manager's recommendation below.

**County Manager's Recommendation:** My recommendation would be to provide the Department of Housing with \$200,000 in one-time funds to address their structural budget deficit in FY 2010-11 and \$100,000 in ongoing Net County Cost to fund Housing's strategic initiatives, which are essential to achieving the Board's Shared Vision 2025 outcome of a livable community.

**Report Back Items:** (A) Provide a prioritized list of critical services in the Health System that could be added back for up to \$10 million; the list should include reinstatement of the HOME Team and SMART Team programs; (B) Review non-mandated services in the Health System with a focus on four areas: Aging and Adult Conservatorship (5700P), Mental Health Youth Services (6130P), Adult Mental Health Services (6140P) and Alcohol and Other Drug Services (6170P).

**Response:** See attached report and County Manager's recommendation for (A) below.

**County Manager's Recommendation:** (A) My recommendation would be to wait until the State budget is adopted to assess the impacts of the cuts on the Health System and other County departments and then determine what combination and to what extent Health System and Non-Departmental reserves should be used to backfill one-time and ongoing programs. I would like to point out that the Health System has \$14.4 million in Department reserves and it would be appropriate, should the Board choose, to use one-time funding of \$1.5 million from either Health System or Non-Departmental reserves to extend the electronic health record and eligibility/billing system to AOD. As noted, the Health System has sufficient reserves to fund the SMART Team for the balance of FY 2010-11 and that would be my recommendation.

#### **Report Back Items – Information Only**

**Report Back Item:** Explore alternatives for allocating general purpose discretionary revenues (Net County Cost) including Debt Service and charge backs.

**Response:** See attached report.

**Report Back Item:** Explore the development of a Span of Control Policy that includes a County standard and a waiver request process for not meeting that standard.

**Response:** See attached report.

**Report Back Item:** Explain management-to-staff ratios in the Human Resources Department.

**Response:** See attached report.

**Report Back Item:** Explain the \$6.4 million overmatch in Child Welfare Services.

**Response:** See attached report.

**Report Back Item:** Review Jobs for Youth Program to determine if there is a more efficient and less costly way of providing these services.

**Response:** See attached report.

**County Manager's Comments:** New performance measures will be developed during the FY 2011-12 budget cycle to continuously assess and ensure cost effectiveness.

**Report Back Item:** Determine if funding from Sheriff's discretionary programs, including community schools or grant funding, can be used to restore the Mental Health Deputy Sheriff position.

**Response:** See attached report.

**Report Back Item:** Explore other options for after hours and weekend security at the Youth Services Center.

**Response:** See attached report.

**Report Back Item:** Prepare a cost benefit analysis of the Probation Department's electronic monitoring programs for adults and youth.

**Response:** See attached report.

**County Manager's Comments:** The fiscal and programmatic benefits of electronic monitoring needs further study as part of the larger jail population management effort.

**Report Back Item:** Memberships and Contributions: a) explain the following terms "memberships", "cost shares", "contributions", and "sponsorships"; b) explain how and when contracts, MOUs and contribution letters are used with these four categories; c) move any items currently listed in sections of the table that do not align with these definitions.

**Response:** See attached report.

### **Board Updates**

**Report Back Item:** Create an inventory of school-based collaborative partnerships and funding criteria for entering into funding commitments to ensure consistency – use County Community Schools Policy as a reference.

**Response:** The County Manager's Office requests additional time to provide a response to this item by December 14, 2010.

**Report Back Item:** Explore ways that communication between the County and the Workforce Investment Board (WIB) can be strengthened.

**Response:** The County Manager's Office requests additional time to provide a response to this item by October 19, 2010.

**Update:** Status of the County's Five-Year Capital Improvement Plan and request to defer to FY 2011-12.

**FISCAL IMPACT:**

There is no fiscal impact in accepting this summary report and attachments; however, there will be fiscal impacts as noted in the individual reports for the Appraisal Services Division, the Department of Housing and the Health System should the Board approve all or part of those requests.



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
Department of Housing



**DATE:** September 20, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** Majority

**TO:** Honorable Board of Supervisors  
**FROM:** Duane Bay, Director of the Department of Housing  
**SUBJECT:** Report-back to Board — General Fund Request

**RECOMMENDATION:**

- 1) Accept this report;
- 2) Approve a one-time transfer of \$200,000 from Non-Departmental Services to address the Department of Housing's structural budget issues in FY 2010-11; and
- 3) Approve an ongoing Net County Cost adjustment of \$100,000, beginning in FY 2010-11, to maintain the Department of Housing's Strategic Initiatives.

**REQUEST SUMMARY**

The Department of Housing requests a one-time transfer of \$200,000 from Non-Departmental Services and \$100,000 in ongoing Net County Cost to address the following:

- \$100,000 in ongoing Net County Cost beginning in FY 2010-11 to maintain Strategic Initiatives such as HEART, HOPE, Grand Boulevard and other countywide initiatives related to housing policy and production of supported housing. The Department's ongoing budget for these activities will total \$300,000, which includes \$100,000 from C/CAG and \$100,000 from Housing Authority.
- \$200,000 one-time transfer in FY 2010-11 to cover projected shortfalls in the current year to support core services in the Housing and Community Development unit. This structural shortfall is the result of a steady ten-year decline in federal revenues and a steady rise in salaries, benefits and other operating costs. The shortfall was to be covered by the Department's trust fund reserves. The unrestricted portion of the trust fund reserves at the end of FY 2009-10 was \$676,435, of which only \$135,287 was allocated to program administration, while the remaining \$541,148 is earmarked for grants and loans for community projects. Therefore, if the Department continues the practice of the past several years of using unrestricted trust fund reserves to close the structural gap in the core program administration budget, it will exhaust trust funds earmarked for administration and severely deplete reserves for community grants and loans. The \$200,000 request is for one year only, as the Department will work on reducing core program staff to a level that can be fully supported by federal revenue by June 30, 2011. To achieve that goal, the Department will redesign workflow and processes to accomplish more with fewer staff. The

additional year of funding also allows for the possibility of achieving some or all of the savings through staff attrition.

**BACKGROUND:**

The first component of the funding request is to address the Department's structural deficit. Since its founding, the Department of Housing has not received General Fund support, with the exception of \$350,000 for one-time internal improvements recommended by the management review conducted in FY 2006-07. Department funding has primarily come from federal program administration fees, supplemented with grants and fees for service from other local public agencies. However, due to a steady ten-year decline in federal revenues and a steady rise in salaries, benefits and other operating costs, the Housing and Community Development Unit now has a \$500,000 structural budget deficit. The Housing Authority budget is in balance.

The Department has almost \$6 million in nine distinct trust funds, but most of these reserves are restricted or allocated for grants and loans for community projects. Cross-tabbed by category, the year-end balances within the trust funds are as follows: non-federal restricted for projects of \$3,472,855; federal restricted for projects of \$1,587,607; federal restricted available for program administration of \$204,004; non-federal unrestricted earmarked for projects of \$541,148; and non-federal unrestricted available for program administration of \$135,287.

The proposed FY 2010-11 Department budget reduced the structural shortfall by \$300,000 by deleting three positions and controlling other costs, and used trust fund reserves to cover the remaining \$200,000 shortfall. However, an additional \$322,000 in trust fund reserves was required to balance the FY 2009-10 budget leaving only \$676,000 in unrestricted non-federal trust fund reserves, of which only \$135,000 is allocated for program administration. The rest has been reserved for grants and loans to community residents and organizations for projects that do not necessarily fit federal parameters, such as the homebuyer program.

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Losses incurred in the FY 2009-10 budget were the result of year-end reconciliations to replenish General Fund advances for fixed costs during the year when anticipated federal administrative fee revenue (a flat percentage of pass-throughs of federal funds for community projects) under-ran projections due to delays in the affordable housing production pipeline.

To balance the FY 2010-11 budget without the use of trust fund reserves, costs must be reduced by another \$250,000 to \$300,000 due to the uncertainty of federal funding. This means the deletion of two or three more positions this fiscal year. The Department deleted two positions in FY2009-10 and three more positions in FY2010-11. The Department proposes to eliminate the remaining two to three positions over a period of one or two more years. This phased reduction provides time to redesign work processes to gain the efficiencies necessary to operate core programs with fewer staff and also allows for the possibility of staff attrition.

The second component of the funding request is for the Strategic Initiatives work. At the direction of the Board, in FY 2005-06, the Department dramatically increased the level of resources dedicated to programs now referred to as “strategic initiatives.” Under strategic initiatives, the Department convenes, facilitates, and provides technical and financial support to various countywide collaborative housing efforts such as HEART, HOPE, the Grand Boulevard Initiative, Threshold, North Fair Oaks Community Plan Update, Housing Leadership Council and the 21 Elements Project. The Department also provides direct technical assistance to the Planning Department, Health Department and Human Services Agency related to housing policy and production of supportive housing. These activities are eligible for federal funding, but may not be claimed as “project expenses”. These expenses must be paid from the same limited pool of “program administration” funds that the Department uses to cover core program costs.

For the past four years, the Department has devoted approximately 2.4 FTE’s to these activities, including approximately 40% of the Director’s time. Staff costs and project costs, including for specialized contractors when necessary, have run approximately \$500,000 per year. These costs have been partially offset by grants, most notably from C/CAG, but also from the Silicon Valley Community Foundation and other sources. The remainder has been funded from non-federal trust fund reserves earmarked for projects as well as the program administration portion of federal trust fund reserves. Due to staff reductions and declining reserves, the Department can only devote approximately 1.2 FTE’s to the strategic initiatives program during FY 2010-11. Adequate project momentum can be maintained with this level of staffing with the addition of some project funds and specialized consultants. The total proposed budget for Strategic Initiatives is approximately \$300,000 per year. The Department assumes that C/CAG and the Housing Authority will each continue support at \$100,000 per year, which leaves a shortfall of \$100,000.

### **DISCUSSION:**

The Department of Housing requests \$100,000 in annual ongoing General Fund support through a Net County Cost adjustment for the strategic initiatives program. This amount would be leveraged by another \$100,000 each from C/CAG and the Housing Authority. Attachment A lists some of the many activities carried out in the strategic initiatives program, as well as an illustrative set of projects that exemplify how relatively small amounts of discretionary funding and staff time can leverage efforts of partner organizations. The Department of Housing is uniquely situated to initiate, coordinate and conduct these types of projects. These projects, in turn, enable cities, non-profit partners, and often private-sector partners as well, to accomplish housing objectives more efficiently and effectively.

The Department also requests a one-time transfer of \$200,000 from Non-Departmental Services to allow adequate time to bring structural costs for core program staffing down to a level that can be supported sustainably by federal revenue.

### **FISCAL IMPACT:**

The one-time transfer of \$200,000 and ongoing Net County Cost of \$100,000 will reduce Non-Departmental Reserves by \$300,000 in FY 2010-11 and increase the County’s structural budget deficit by \$100,000 going forward.

Attachment A: Strategic Initiative Program

## **ATTACHMENT A: Strategic Initiatives Program**

### **Programs and Accomplishments**

Through Strategic Initiatives, we apply our resources leadership, knowledge, skills, funding, and social capital, to encourage best practices, collaborative efforts, and more strategic use of resources to better meet housing needs countywide.

#### **HOPE**

- Consulting to secure inclusion of Mental Health Service Act funded apartments in new affordable housing developments
- New Housing Readiness Voucher program
- New Provider-Based Voucher program (in development)

#### **HEART**

- Back-office staffing for loan programs

#### **21 Elements**

- Phase I: Subregional Housing Needs Allocation
- Phase II: Housing Element Update support project
- Phase III: Housing Element Implementation support project

#### **Grand Boulevard Initiative**

##### **Joint Working Group with County Planning Department**

- Drafted Housing Action Plan for Housing Element Update
- Providing staff support for North Fair Oaks Community Plan Update

#### **Health & Built Environment**

##### **Policy Primer Series**

- Housing Our Future
- Filling The Gaps
- Building for the Boom
- Green Spaces, Livable Places

##### **Countywide Housing Solutions Network**

- Annual summary report of significant projects and publications
- Develop and popularize Key Strategies to increase housing options

##### **Affordable Housing Asset Stewardship**

- Affordable Homeownership Program Assessment
- Preserving Affordable Housing Assets Long-term, housing land trust project

##### **Asset Repositioning: Improve and intensify use at Housing Authority complexes**

- Convert El Camino Village to economically sustainable operating structure
- Half Moon Bay Senior Campus Plan & redevelopment of Half Moon Village



## Sample of Current Small, High-Leverage Projects

The projects below exemplify use of relatively small amounts of discretionary funding and staff time to facilitate or leverage key efforts of partner organizations.

1. *Woodland Park*. Consultant to assist with negotiating terms, assembling capital and providing technical assistance to County lobbyist for federal legislative support for a \$10 million fund with which a consortium of non-profit buyers could acquire certain residential properties affected by the mass foreclosure on the holdings of Page Mill Properties in East Palo Alto. We have limited consulting costs on this project to less than \$5,000 in 2010, augmenting 40 hours of Director's time already, and have not yet reached the level of participation or feasibility to warrant Board attention. However, the pace of the project is quickening, as is the need for specific technical assistance. Absent a General Fund allocation, the Department will have to divert funds currently reserved for the Half Moon Village Senior Campus development. Cost: \$15,000.
2. *Mortgage Assistance Program*. Grantwriter to assist with preparing a competitive application to California Housing Finance Agency for the Mortgage Assistance Program for up to \$10 million in foreclosure assistance funds that would be used by and disbursed through a consortium of non-profits. Earlier this summer, the County Managers Office covered costs for a feasibility and competitive analysis for a consortium proposal, given that the large, established credit counseling agencies that will compete most effectively for these funds do not have substantial local experience, and the community-based non-profits in place locally may find it difficult to demonstrate capacity for the rigorous compliance and reporting requirements. Absent a General Fund allocation, the Department has not discretionary funding to apply to this opportunity, and absent the assistance of professional grantwriters, we would not be able to complete effectively. Cost: \$15,000.
3. *Affordable Homeownership Program Assessment*. Consultant to follow up on the Department's 2010 countywide survey, Current Practices in BMR (below market rate) and FTHB (first-time homebuyer) Program Administration, to explore feasibility of voluntary consolidation of municipal programs to reduce costs and improve effectiveness and security. Taking advantage of the structure already in place from the 21 Elements housing element project, and using a 50/50 match of C/CAG funds, the department offered a national best-practice working group the opportunity to pilot a program self-assessment tool on the 14 programs in San Mateo County. In return, all participants received a program assessment and a summary report of countywide practices. The primary finding of the survey was that there is a direct correlation between size of program and sophistication of administration; the primary recommendation was to work together to explore economies of scale. With a consultant, we will pursue this direction immediately. Otherwise, we will have to proceed on a back-burner basis, if we can make it a priority at all. Cost: \$15,000.
4. *Countywide Housing Sites Inventory Online*. Work authorization for staff time in Information Systems Department to migrate the comprehensive database of all housing sites identified in all housing elements to the full-featured, searchable, zoomable, publicly accessible web-based application that is now standard for County GIS applications. During the past year a prototype has been completed that can now be migrated to a

public platform to make this often-requested service widely accessible. Such database will assist developers in finding appropriate, potentially developable housing sites and facilitate city tracking of housing opportunity sites. Cost: \$15,000.

5. *Capacity to Use Assessor's Database to Count Housing Units.* Work authorization for staff time in Information Systems Department and County Assessor's Office to identify the number of housing units associated with each Assessors Parcel Number. Currently this capability exists for certain housing types only—single-family detached houses without accessory dwellings, and multi-family buildings with five or fewer units—but not for approximately one-third of the residential parcels in the County. This surprising gap in our data infrastructure has frustrated many research projects related to housing and other matters. Cost: \$25,000.



# HEALTH SYSTEM

**To:** Honorable Board of Supervisors

**From:** Jean S. Fraser, Chief, Health System

**Date:** September 10, 2010

**Re:** Health System Report Backs

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At the June 22 Board of Supervisors budget hearing on the Health System, you asked for a report back on the following:

1. A list of priorities, including the HOME Team and SMART Programs, if the Board decided to restore \$10 million in Net County Cost to the Health System; and
2. Additional information on non-mandated services in the Health System with a focus on four areas: Aging and Adult Services – Conservatorship 5700P, Child/Youth Mental Health Services 6130P, Adult Mental Health Services 6140P, and Alcohol and Other Drug Services 6170P.

## Recommendation

While we are very grateful for your support for our services, we are concerned that adding one-time funds to programs already targeted for cuts will merely delay the inevitable, especially because we anticipate ongoing state and federal revenue losses to the Health System. Instead, it seems prudent to us to use the one-time funds primarily for one-time purposes.

Accordingly, we recommend that:

1. \$6,600,000 be placed in Health System reserves to backfill behind anticipated state cuts and the loss of Federal Matching Assistance Program (FMAP) funding;
2. \$3,400,000 go to Behavioral Health and Recovery Services (BHRS) for jail diversion efforts (which would include supporting the SMART Team) and to extend the Avatar electronic health record and eligibility/billing system that was recently installed for mental health services programs to Alcohol and Other Drugs (AOD);
3. \$61,000 be used to fund the SMART Team for the final three months of this year at 12 hours/day **only** if funds are not dedicated to BHRS as requested above; and

4. No funds be allocated to the HOME Team as we are working with the Health Plan of San Mateo on a modified version of the HOME Team that we hope will be financially sustainable on its own.

### Funding Priorities

#### 1. Backfilling state and federal cuts

As I mentioned at the budget hearing, we are virtually certain that the Health System will have to revise our budget downward during FY10-11 for two reasons. First, the State budget gap is so large that by all accounts, county health and human services cannot come through unscathed. Thus, we expect significant cuts from the State, many of which are likely to be retroactive to July 1. Second, we had to make certain assumptions about what our future revenue picture would be when we prepared the Health System budget in the spring. With the changing mood in Washington, D.C., some of the federal dollars we counted may not come through.

Specifically, we counted on \$5.8 million from a six-month extension of the federal ARRA stimulus funds at the current level for state Medicaid programs. While the extension was granted, it was not as high as expected, leaving a budget shortfall of \$2.4M. We note that in FY 11-12, the federal ARRA funds will end, leaving us with an \$11.7 million revenue loss.

In addition, we relied on \$5 million from an increased Intergovernmental Transfer (IGT) from the federal government that the State approved. In this new era of parsimony by the federal government, however, we are uncertain if the federal government will approve the IGT. We expect a decision in late fall.

Finally, an unpleasant surprise arrived in late April when, without any warning, the Attorney General reduced our share of tobacco settlement funds by \$1 million. These funds also were included in the FY10-11 budget.

Thus, we request that the bulk of the \$10 million be used to backfill unexpected state/federal cuts.

#### 2. Assisting BHRS to obtain revenue and divert clients from jail

The second priority for funding in the Health System is BHRS. As you know, BHRS had to make substantial reductions in their FY 10-11 budget. We considered requesting funds to reduce the magnitude of those cuts. However, given the ongoing dire revenue picture, and our assumption that the \$10 million would occur only once, we determined that the second most important use of the funds would be to extend the Avatar electronic health records and billing/eligibility system to the AOD section.

Currently, AOD has no billing or eligibility system, much less an electronic health record for clients. Providing AOD with the same system as the rest of BHRS would greatly further our mental illness/substance abuse integration efforts, as well as give AOD the means to increase revenue and to target services to those most in need. Substantial revenue opportunities exist for AOD from the State Medi-Cal waiver and federal health reform if AOD and its service providers meet various infrastructure requirements. These requirements include the meaningful use of electronic health records, the ability to confirm client eligibility status, and the ability to bill for services using standard transactions and code sets. BHRS has already implemented an electronic system with these capabilities for mental health and proposes to expand that system to incorporate all AOD providers with a one-time investment of \$1.5 million in FY 10-11. The return on the one-time investment will be at least \$3 million in FY 11-12.

The next most important need in BHRS is to fund efforts to divert individuals with mental illness/substance abuse from jail. Police have expressed interest in having resources for people with mental illness/substance abuse issues who are committing minor crimes other than taking them to jail. To date, we have not been able to follow up on this need due to a lack of resources.

Therefore, we ask that funds be designated for new intensive alternatives program for 75 seriously mentally ill clients with co-occurring substance use. The program would focus on reducing arrests, incarceration, emergency room utilization, and hospitalization through a collaboration with law enforcement that would enhance the immediate alternatives available to police involved in responding to people with mental illness/substance use. The effort would strengthen the existing countywide crisis intervention training of local law enforcement, the structures for field consultations with local law enforcement, the SMART mobile response, First Chance, and Pathways court programs. The strategies that would be used would be similar to those that have been successful in other BHRS programs that have reduced arrests by 82%, hospitalization by 70% and homelessness by 90%. These include 24/7 responsiveness in the field, crisis response, case management, medications, housing, and other supports.

Thus, we are requesting that \$3.4 million of the \$10 million adjustment be dedicated to BHRS for jail diversion work and to complete their transition to an electronic health record, eligibility, and billing system.

### 3. Funding the SMART Team only if funds are not given to BHRS as requested above

The SMART team is an important part of our diversion efforts. Due to funding cuts, and after a review of when the largest volume of calls were coming in, we reduced the hours of SMART from 24 hours/day to 12 hours/day. However, we still only have funding for SMART even at these reduced hours for ten months. We plan to extend the SMART contract through the end of the year with some of the funds allocated to BHRS for jail diversion in the request above. If that request is not granted, then we request \$61,000 in funds to extend the contract through the end of the fiscal year.

#### 4. No funding to the HOME Team.

The HOME Team identified frequent users of the SMMC emergency room and targeted staff to help these individuals with the housing, Medi-Cal coverage, employment, and other issues that were exacerbating their health conditions. While the HOME Team avoided future emergency room costs by decreasing emergency visits, the savings could not actually be realized because the extra capacity in the ED was immediately taken up by the large increase in visits by newly uninsured residents.

We learned two important lessons from the HOME Team pilot. First, that often people with uncontrolled health problems need help with non-medical issues to stabilize. The HOME Team was proof of all that we have learned through our health equity work – that poverty is a huge detriment to health and that sometimes remedying the effects of poverty – e.g., unstable or non-existent housing, and unstable, low-wage or non-existent employment – is a critical antecedent to improving health.

The second important, and perhaps even more painful, lesson was that the cost savings in avoiding future medical usage cannot easily be captured and redirected within our system given our overall excessive demand. Such “savings” must really be called cost “avoidance,” and unless some entity would have paid for the additional costs as opposed to just adding the patient to already long lines for services, we cannot capture any savings to fund the costs of the program.

We are determined, however, to figure out how to make such a program work. To that end, we are working with the Health Plan of San Mateo to design a similar program for their members, focusing from the beginning on HPSM paying us for the work we do. If they really can avoid more costly services, they can capture those savings and provide them to us to cover our costs for the social and other services. Accordingly, we are not recommending funding the HOME Team at this time.

#### Non-Mandated Services

The Non-Mandated Services in the Health System total approximately \$23.6 million or 23% of the Net County Cost (NCC) of \$100.8 million. This designation of funds recognizes the Board's commitment to the Shared Vision 2025 goal of a Healthy Community in which our neighborhoods are safe and provide residents with access to quality health care and seamless services. These funds are used to further our initiatives towards improving health and well-being by preventing illness, disease and injury through improvements in long-term and systemic community health conditions; by providing services to those who are uninsured; and by providing protective services to those most at risk of harm. Below is more detailed information on the specific programs in Aging and Adult Services and Behavioral Health and Recovery Services, as requested by the Board.

### Public Guardian Program

The Public Guardian program serves frail elderly, physically disabled and mentally disabled residents who are substantially unable to provide for their own personal needs for healthcare, food, clothing or shelter and/or are unable to manage their financial resources or resist fraud or undue influence. There are currently over 700 clients conserved under the Public Guardian program.

The Public Guardian, acting under the authority and direction of the Superior Court, may be appointed for the person, for the estate, or for both. The general duties of a Conservator of the person include arranging for the person's care and protection, deciding where a person will live, and making arrangements for health care, meals, clothing, personal care, and transportation. The general duties of a Conservator of the estate include managing the person's finances, marshalling and protecting assets, collecting all income due to the person, paying all just debts, making investments as appropriate, and representing or arranging representation in all legal matters.

The total program cost for FY 10-11 is \$6.6 million, with a county contribution of \$2.6 million. There is no state or federal funding for the Public Guardian program. The Public Guardian program is allowed to charge fees for services provided. These fees are based on a percentage of the client's total assets and are approved by the court before they are collected. Fees are waived for individuals with very low incomes.

The only other funding source for the Public Guardian program is interest earned on assets held in trust for conservatees. Unfortunately, interest income has declined by 75% due to the drop in interest rates.

According to California Government Code Section 27430-27436, the Public Guardian Program is discretionary. The Government Code allows the County Board of Supervisors to create the office of the Public Guardian by ordinance. However, the Public Guardian program is the last resort for those who can no longer make personal and financial decisions for themselves and have no reliable relative or friend to take on that role. Without the Public Guardian program, these individuals may fall victim to abuse or fraud; may become very ill in and need of more costly acute physical and psychiatric care; and/or may become homeless.

### BHRS – Non-Mandated Services

BHRS services funded by County general funds are primarily provided to clients who need mental health and/or AOD treatment services and who do not have any type of insurance coverage. Most clients needing AOD services do not have private insurance coverage and are currently ineligible for Medi-Cal.

The implementation of federal health reform in January 2014 will result in a substantial increase in the number of clients with Medi-Cal coverage. It will also add coverage for

AOD treatment services for most of our existing clients, as well as bring into Medi-Cal many people who have behavioral health needs.

Meanwhile, the State Medi-Cal waiver that currently is being negotiated with the federal government should bring in significant new federal funding in FY 11-12 by allowing us to claim federal funds for BHRS services for clients who are enrolled in the County's ACE program. To draw down these funds, however, County general funds will be used as the required local match. If approved, and if we have the necessary systems in place to meet the eligibility, billing and electronic health records requirements, the waiver will provide San Mateo County the opportunity to build the necessary treatment capacity and infrastructure to be fully prepared for health reform in 2014.

#### *Child/Youth Mental Health Services (6130P)*

Child/Youth Services has a total FY 10-11 budget of \$30,617,629, of which \$5,392,005 is funded through County general fund. Of this amount, \$145,000 is mandated as match for Early Periodic Screening, Diagnosis and Treatment (EPSDT). The remaining \$5,247,005 funds non-mandated services in the following program areas.

#### *Canyon Oaks Youth Center (\$616,042)*

San Mateo County has a unique waiver in place from the State Department of Health and Human Services that allows us to operate Canyon Oaks Youth Center (COYC). Since the opening of COYC, 73 very high risk youth have received residential treatment services here in the county, avoiding placement in facilities out-of-county. The availability of these services has also enabled us to handle youth with more complex needs. The State recently increased the reimbursement rate for this service area, which will reduce the NCC for this program. These services are provided in collaboration with Child Welfare, Juvenile Probation, and the County Office of Education.

#### *Daly City Youth Health Center (\$21,459)*

BHRS contracts with this provider for mental health services for youth in the north County.

#### *Youth Services Center (\$1,826,528)*

BHRS provides a variety of services to youth at the Youth Services Center (YSC). In almost all cases, services for clients at YSC are not billable to Medi-Cal because youth in custody lose their Medi-Cal coverage.

#### *Pre-to-Three (\$254,401)*

Pre-to-Three provides services that target at-risk mothers and children for prevention



and early intervention services. NCC funds services provided for mothers who are not eligible for Medi-Cal coverage.

*In-Home Crisis Intervention Services (\$84,636)*

These services are provided to clients in the community in order to prevent recidivism and more costly hospitalization. For FY 10-11, these services will be focused on clients who have been in the YSC.

*Edgewood (\$238,487) and Youth and Family Enrichment Services (\$83,210) Child Abuse Treatment Collaborative services*

These two contractors provide mental health services for children and families who have been impacted by child abuse as the Child and Family Treatment Collaborative. BHRS provides these services in conjunction with Child Welfare. Most clients are covered by Medi-Cal. NCC funds services for clients who are uninsured.

*Outpatient Regional Clinics (\$737,485)*

These services are provided for clients at Child/Youth clinics in Daly City, San Mateo, and Redwood City. NCC funds services at these sites for uninsured clients.

*Comprehensive Clinics (\$1,384,757)*

Staff in Comprehensive Clinics provide services for clients of all ages. These clinics are located in Half Moon Bay and East Palo Alto. NCC funds are used to provide services at these sites for uninsured clients.

*Adult/Older Adult Mental Health Services (6140P)*

For FY 10-11 Adult/Older Adult Services has a total budget of \$62,019,327. Of that amount, \$7,521,480 is funded through NCC, of which \$42,950 is mandated as match for the federal Projects for Assistance in Transition from Homelessness (PATH) grant, \$1,001,273 is for mandated psychiatric emergency services for uninsured clients, and \$1,477,507 is mandated as Maintenance of Effort for Realignment. The remaining \$4,999,750 funds non-mandated services in the following program areas.

*Pharmacy (\$1,344,738)*

This funding is for pharmacy services for uninsured mental health clients.

*Inpatient Psychiatric Services (\$818,291)*

BHRS is mandated to fund psychiatric emergency services for uninsured clients at the San Mateo Medical Center (SMMC). This funding is for subsequent inpatient

hospitalization services, which is not mandated, but is provided as continuation of care.

*Psychiatry Residency Training Program (\$1,040,815)*

The shortage of psychiatry providers, particularly those willing to work with clients in county programs, is a statewide issue that will be greatly exacerbated by healthcare reform. This residency training program helps to address this problem, as many graduates of this program have become providers for BHRS.

*Contracted Clinical Support and Case Management Services (\$312,738)*

These services are provided by three contractors: 1) clinical support services for uninsured clients at residential facilities operated by Caminar; 2) clinical support services for shelter clients by the Mental Health Association of San Mateo County; and 3) outreach and support services provided by Mateo Lodge.

*Outpatient Regional Clinics (\$1,483,168)*

Outpatient services for uninsured clients are provided at these clinics, which are located in Daly City, San Mateo, and Redwood City.

Alcohol and Other Drug Services (6170P)

AOD has a total FY 10-11 budget of \$16,669,022. Of that amount, \$5,016,826 is funded through County general fund, of which \$30,105 is mandated as match for the federal HUD Homeless – Housing Plus grant, and \$145,578 is mandated as match for State grants and other funding sources. The remaining \$4,841,143 funds non-mandated services. Current funding allows for the provision of AOD services to over 3,000 clients annually. However, it is estimated that as many as 20,000 County residents are in need of treatment.

On two occasions your Board has approved increases in County funding in response to information on the impact AOD issues have on the community and more directly on other County funded services. In June 1998, your Board adopted the initial Strategic Plan for AOD, and approved a plan that provided \$1,437,333 in County funds for AOD services. In November 2006, your Board approved the AOD Strategic Directions 2010 and approved an increase of funding of \$1,500,000 over the following two fiscal years. This funding has been used to increase treatment capacity for women and children, youth, homeless, persons with co-occurring substance use and mental health issues, and individuals returning to the community from incarceration. That amount is included in the current AOD County allocation.

### Conclusion

We very much appreciate your understanding of the needs of the community and especially the vulnerable populations we serve. It pains us to recommend against restoring many of these difficult cuts. However, we are almost certain to have to make even more painful mid-year cuts either due to the State's budget or due to some of the uncertain funding streams detailed above. Your support in mitigating the effect of those additional cuts is our highest priority.

**CC:** David Boesch, County Manager



## COUNTY OF SAN MATEO

### County Manager's Office



**DATE:** September 20, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** Majority

**TO:** Honorable Board of Supervisors

**FROM:** David S. Boesch, County Manager

**SUBJECT:** **Explore Alternatives for Allocating General Fund Discretionary Revenues (Net County Cost)**

#### **RECOMMENDATION:**

Accept this report on exploring a new process for allocating General Fund discretionary revenues (Net County Cost).

#### **BACKGROUND:**

During the June 2010 budget hearings your Board requested that my office explore alternative methods for allocating general purpose or "discretionary" revenues (i.e., property taxes, sales taxes, and investment income) to operating departments. During the discussion it was noted that certain inequities were present in the way that Net County Cost was apportioned to departments. One example raised by the Board and the Probation Department during budget hearings was the \$9 million Net County Cost increase provided to Probation in FY 2007-08 for additional facilities maintenance and debt service for the new Youth Services Center. Under the current process, which uses Net County Cost as the basis for setting reduction targets, Probation had to make \$900,000 in cuts to meet their 10% reduction target, even though it had little flexibility to reduce its facilities maintenance and debt service costs.

The existing Net County Cost methodology was established years ago on the assumption that increases in discretionary revenues would be used to fund negotiated salaries and benefits and other operating cost increases for General Fund departments. Discretionary revenues have also been used to fund Board and community priorities, including the new Youth Services Center, health care for uninsured and low-income children and adults, and Burlingame Long Term Care. This incremental approach worked well when revenues were increasing and the County had the ability to fund cost increases, enhanced services, and new initiatives. It has not worked well in the current environment of continuous fiscal crisis, when local revenues remain unstable, demands for services remain high and state and other funding sources are scarce and uncertain.

**DISCUSSION:**

The prolonged economic downturn has created significant tension among County departments to compete for remaining resources. The existing incremental process is flawed, does not take into account the performance of County programs and services toward achieving improved outcomes, and does not reflect the relative importance of services as defined by the community during the Shared Vision 2025 process.

While significant progress has been made to reduce costs over the last three years, the General Fund's structural budget deficit is still projected to reach \$124 million by Fiscal Year 2014-15 due to costs far outpacing revenues. As an organization, we need to look for new ways of allocating resources that ensure that our dollars fund cost-effective, high-performing programs that meet Federal and State mandates and provide those services that are most important to the Board and the community.

***Exploring a New Budgeting Process: October 5 Board Workshop***

The purpose of the Board Budget Workshop scheduled for Tuesday, October 5, 2010 is to explore other possibilities for allocating resources through an interactive discussion with the Board, department heads and myself. The workshop will be facilitated by Babak Armajani (Armi), Chair of the Public Strategies Group (PSG). PSG has been assisting more than twenty public agencies over the last six years to move toward a "Budgeting for Outcomes" model.

The agenda for the day includes a morning session with the Board to discuss the current budget process in the County and desired changes, and to introduce outcome-based budgeting principles. The afternoon session will move to Room 101 where Board members and Department Heads will learn more about how Budgeting for Outcomes works, and engage in conversation with each other about how it could potentially work in San Mateo County.

I'm convinced it is well worth our time to explore other approaches. We will either discover they are not for us, or we will find ways to use these ideas in our budgeting process. We owe it to our residents to explore these possibilities.

Exploring new ways of allocating resources contributes to the Shared Vision 2025 outcome of a Collaborative Community by addressing the County's structural budget deficit and the need to maintain quality programs and services with fiscal accountability and concern for future impacts.

**FISCAL IMPACT:**

There is no fiscal impact in accepting this report.



**COUNTY OF SAN MATEO**  
**County Manager's Office**



**DATE:** September 21, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** Majority

**TO:** Honorable Board of Supervisors  
**FROM:** Reyna Farrales, Deputy County Manager, 363-4130  
**SUBJECT:** **Management Staffing and Span of Control Guidelines**

**RECOMMENDATION**

Accept this report and guidelines for management staffing and span of control ratios.

**BACKGROUND AND DISCUSSION**

Analyzing all aspects of our organization, including management and span of control ratios, is part of our strategy to address our structural budget deficit with a balanced approach. In August your Board was provided with a preliminary response to the Management Partners report on span of control comparisons with peer counties, including responses from departments with supervisor-to-staff variances > 50% of peer averages in the report. This memo responds to all report recommendations and provides guidelines for reviewing management staffing and span of control in the future.

**Report Recommendations:**

1. Review management layers as part of further span of control analyses to determine how the County's organization structure compares with peers.
2. Identify factors specific to County departments that may affect span of control.
3. Evaluate and report on reasons for variances greater than 50% when compared with peer averages for span of control.
4. Develop a means for tracking management percentages that allows for regular and consistent comparison with peers.
5. Include a peer review of management to non-management staffing as part of future span of control analyses.

**County Response:**

The County is committed to achieving high levels of performance compared to its peers, and will actively explore opportunities to restructure and increase levels of responsibility and accountability among managers, supervisors, and line staff. The Budget and Performance Unit of the County Manager's Office will work with the Human Resources Department, County departments, and peer counties to implement Management Partners recommendations. The attached guidelines have been developed to review vacant management and supervisory positions on an ongoing basis, to maintain management staffing at or below 10% of total positions, and to increase span of control ratios over time and as appropriate. A peer review of management staffing and span of control will be conducted every two years.



## SAN MATEO COUNTY Management Staffing and Span of Control Guidelines

September 28, 2010

### INTRODUCTION

**Goal:**

A high-performing organization where individuals are chiefly responsible for making decisions pertaining to their work, and hold themselves and others accountable in providing quality services and outcomes to the community.

**Objectives:**

- To maintain management staffing at or below 10% of total positions
- To increase span of control ratios and reduce number of organizational layers

Whenever a vacancy occurs in any management or non-management position with supervisory responsibilities, department management and work unit shall conduct a review to evaluate the necessity of maintaining that position, and consider opportunities to increase its span of control ratio and reduce the number of organizational layers.

**Definition:**

Span of control is the ratio of supervisors (managers and non-managers) to non-supervisors (managers and non-managers) in a department or departmental work unit.

**Baseline Measure:**

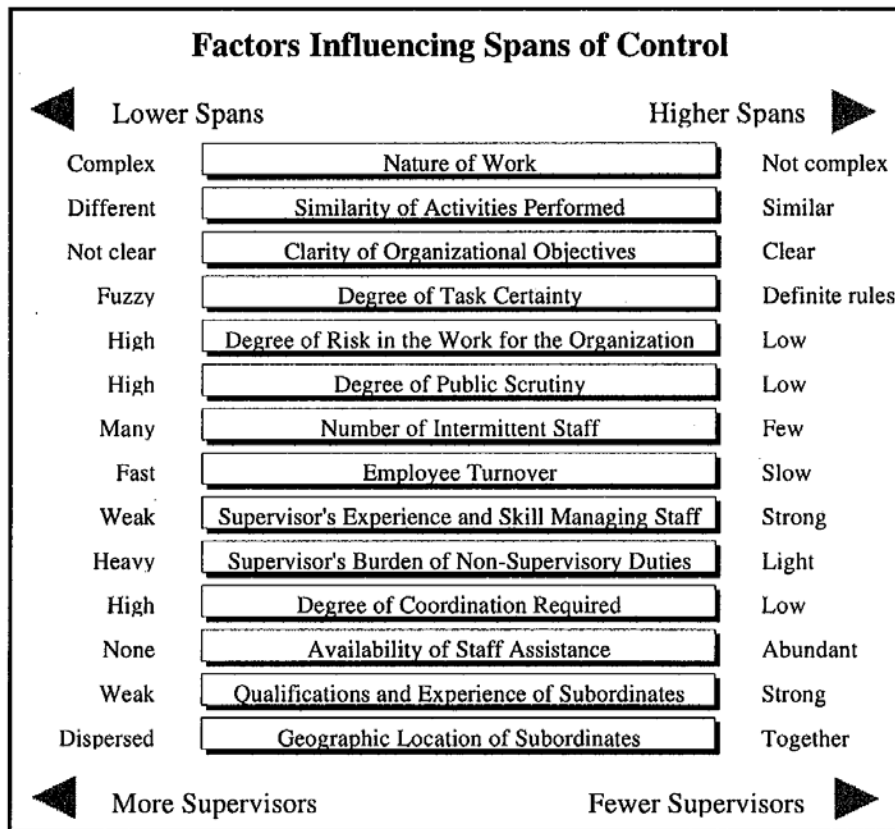
The baseline measure as a starting point for comparison purposes is the departmental “peer average ratio” as contained in Table 7 of the July 2010 Management Partners study, together with any follow-up studies/reports prepared by the department and/or County.

### GUIDELINES

Departments should consider the following guidelines in achieving the organizational objective to increase the span of control ratio to more closely align with the relevant peer average ratio.

- Departments that utilize technology and have more systematic and predictable process and where activities are better suited to broad span of control than those that administer highly complex or variable projects and programs. Can you identify opportunities to make your processes more systematic and predictable?
- Extra help, volunteer staff, and contractors were not factored into the county’s span of control ratios. If your department/unit utilizes these resources, does the accounting of the same increase the span of control? If yes, is the use of these resources cost effective compared to utilizing regular staff?

## Factors Influencing Span of Control



*This figure is adapted from the City of Portland Audit Services Division's Span of Control Study, 1994, p. II-3*

- Can your department identify supervisors that perform substantial non-supervisory duties, whose supervisory duties could be eliminated or consolidated? What impact will this change have on your department/unit?
- Would a change have a significant effect on performance quality and outcome expectations?
- Does your department have mid-level management positions that could be converted to non-supervisory positions?
- What are the number of organizational layers in your organization and can they be reduced?
- Does your department have employees in traditionally non-supervisory positions that are now supervising on a limited basis as a career development opportunity?
- What training opportunities can you identify to increase subordinate responsibility in terms of self-directed work?
- Can individual accountability be increased without creating inconsistencies in customer service? To what degree can your department replace/increase coordination of activities/tasks by means other than delegation to a supervisor?
- Email, Word processing, Excel, and other software/computer systems have provided opportunities for efficiencies and cost savings. Has your department eliminated secretarial and administrative support positions over the last ten years, contributing to a lower span of control ratio?



- For vacant supervisory positions, is filling the position at the same level justified from a cost/benefit analysis perspective?
- Other factors unique to your department

Departmental analysis may determine that it is not in the business interest of smaller departments or individual units in larger departments to align with the “peer average ratio.” In such instances, the department shall prepare detailed written justification for review by the County Manager. The County Manager will either concur that an exception is warranted or provide additional guidance for the department to advance its span of control to more closely align with the “peer average ratio.”



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
**Human Resources Department**

**DATE:** September 20, 2010

**TO:** Honorable Members, Board of Supervisors  
David Boesch, County Manager

**FROM:** Donna Vaillancourt, Human Resources Director  
Steve Rossi, Interim Assistant Director of Human Resources

**SUBJECT: Human Resources Department Budget Report Back**

**RECOMMENDATION**

Accept this report on the Human Resources Department management-to-staff ratio.

**SUMMARY**

Based on a review of peer counties' human resources departments, the County's Human Resources Department believes that its current structure, utilization of management classifications, performance and succession planning efforts meet the needs of our organization. We compare favorably to our peer counties, including the areas of cost and performance. We will continue to compare our structure and performance with our peers. The department will also review each management and supervisory position as vacancies occur for opportunities to reduce costs and increase efficiencies.

**BACKGROUND**

During the June budget hearings, your Board requested that the Human Resources Department report back in September on the department's management-to-staff ratio. This request was in response to information contained in the June 2010 County of San Mateo Span of Control Draft Report prepared by Management Partners that provides a comparison with peer counties.

**DISCUSSION**

The Human Resources Department recognizes management ratios as an important issue to consider as the County seeks to reduce costs as part of the balanced approach to resolving the structural deficit. The department takes seriously its responsibility to be part of this solution and is proactive in its efforts to learn from best practices and make the changes necessary to be more cost-effective. As a human resources department, we are

especially mindful about the impact of our decisions on employees and strive to be fair and balanced in these impacts to both line level employees and supervisors.

With this sense of responsibility, we sought to understand why the San Mateo County Human Resources Department had the lowest span of control of the comparison counties studied by Management Partners and what changes we should consider in response to this finding. We looked closely at the following areas:

- data provided by the comparison counties;
- other indicators of human resources cost-effectiveness so that we could be fully informed and strategic about any opportunities for changes;
- alternative ways to organize the department's work; and
- conducted a division-by-division review of staffing, service levels and results that include options for reorganization.

Through this review, we have determined that there are some important differences in the data provided by the various counties, which make a comparison difficult. Through a review of cost and performance factors, we have learned that despite differences in span of control structure, our model of delivering human resources services to County employees and departments is producing cost effective results. For these reasons, as further explained below, we have reached the conclusion that the department's span of control is appropriate, and that changes to the span of control would not reduce cost or personnel. We have committed to continue to learn from our peers and revisit the department's structure as vacancies occur in management and supervisory positions.

### ***Management to Non-Management***

One indicator of operational composition is the ratio of management to non-management employees in the Human Resources Department. As illustrated in the following chart, San Mateo County compares favorably to its peer counties.

<b>County</b>	<b>% of HR Management Staff</b>
Alameda	63%
Contra Costa	59%
Santa Clara	57%
<b>San Mateo</b>	<b>56%</b>
Marin	28%

Human Resources departments are primarily responsible for hiring, training, classification/compensation, benefits administration, employee and labor relations, equal employment opportunity, risk management and establishment of personnel policies and compliance with state, federal and other laws. Due to the complex, countywide impact of these functions, HR professionals are typically in management positions given their significant responsibility for formulating, administering or managing the implementation of policies or programs.

## ***Performance Outcomes***

The Human Resources Department consistently scores high in its performance effectiveness and outcome measures. In fiscal year 2009-10, the department met all quality and outcome performance measure targets. These measures included the following:

- Customer satisfaction
- Resolution of employment complaints prior to formal process
- Promotion rates
- Employee turnover rates
- Time to fill vacancies
- Training participation and utilization of skills learned in training course

The Human Resources Department regularly evaluates service delivery and performance data and continuously collaborates with customer-departments to ensure services are provided in the most cost-effective and efficient manner. Customer satisfaction with services and new hires remain strong with over 90% of customers rating services good or better. This rating is higher as compared to the International City/County Management Association's (ICMA) 75% average customer satisfaction rating for human resources services.

<b>Customer Satisfaction</b>	<b>With HR Services</b>	<b>With New Hires</b>
FY07-08	95%	95%
FY08-09	95%	94%
FY09-10	94%	94%

Other ICMA measures, including employee turnover, Workers' Compensation rates and time to fill vacancies, show the Human Resources Department as performing better than other jurisdictions.

A review of peer counties' FY 2010-11 Recommended Budget documents found either limited comparable information or no performance data. In areas where there were similarities including customer satisfaction, workers' compensation claims, training participation and satisfaction with new hires, San Mateo County compares favorably. The department will continue to review and obtain information from peer counties.

## **Impact of Definitions, Service Levels and Staffing Models on Span of Control Calculation**

The challenge in surveying and comparing public sector entities is that the data used for comparison is often measured and reported differently from organization to organization. Management Partners cautioned that time constraints in collecting the data, as well as its reliance on the reporting agencies for data completeness and accuracy, might result in a certain degree of outcome discrepancy.

### ***Definition of “Supervisor”***

Our follow-up research, guided by the Management Partners’ methodology, found that some peer counties define “supervisor” differently than we do. One example is Santa Clara County, which defined “supervisor” as those in the organization responsible for hiring and firing. This is a much narrower definition of supervisor compared to San Mateo County’s definition, which includes individuals who solely have the authority to perform performance evaluations and approve vacation/sick leave requests.

By applying this more narrow definition of “supervisor,” i.e. only those who hire and fire, San Mateo County Human Resources’ span of control increases from 1:2.9 to 1:6.3 as compared to Santa Clara County’s 1:3.5.

### ***Use of supervisor opportunities for career development***

The Management Partners’ methodology also incorporates career development and succession planning efforts into its supervisory total. To do otherwise would penalize a department for maintaining a smooth and orderly transition of duties upon retirements and promotions. As the organizational review conducted by an earlier Management Partners’ report in 2005 concluded, the large number of County employees approaching retirement makes succession planning a strategic priority. Providing more employees with supervisory experience as a development opportunity will prepare the County for a smooth and orderly transition upon retirements and promotions. This will, however, result in a narrower span of control. This approach does not result in more management positions or increased cost.

In the case of San Mateo County Human Resources, three of its 55 employees are being provided the opportunity to supervise one or two employees as a means to gain experience in supervision and prepare for advancement in the County. This contributes to the County’s objective of promoting career development and succession planning. No additional cost is associated with this organizational model, and it contributes to a strengthened, cross-trained, department. Similarly, no cost savings would be realized by returning these three staff to non-supervisory roles. These three career opportunities do, however, have a direct bearing on the department’s span of control, which would increase to 1:4.5 if the positions were not counted as supervisors.

### ***Consideration of the Role of Supervisor – “Working Supervisor”***

The Management Partners’ methodology also provides opportunity to give weight to the fact that San Mateo County Human Resources has very few employees who serve in the classical sense of a “pure” supervisor. Rather, all supervisors are responsible for their own work, in addition to managing and supporting the work of their direct reports.

A re-organization of this approach for the purpose of increasing the Human Resources’ span of control would not result in reduced costs or full time equivalents (FTEs). Instead, we believe it would contribute to inefficiency. For example, the Americans with Disabilities Act (ADA) Manager is supervised by the Equal Employment Opportunity

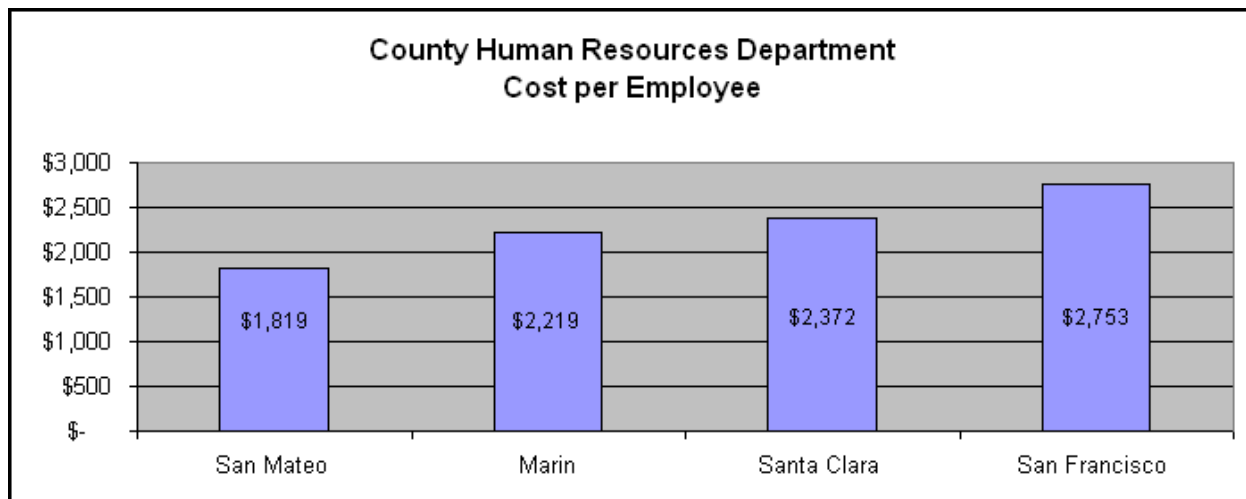
(EEO) Manager which takes advantage of the latter's expertise in ADA matters and provides guidance and collaboration on complex, high-risk and high liability issues. This structure results in a span of control ratio of 1:1 for this program, and significantly contributes to the department's overall ratio of 1:2.9. If the ADA position were placed instead under a different manager, span of control could be marginally increased. The change would not decrease costs, however, it would result in reduced effectiveness and increased risk.

## **Other Cost Effectiveness Indicators**

### **Human Resources Cost Per Employee**

Unlike some public sector models that physically locate individual human resource managers and support staff in the departments, the County's centralized approach concentrates human resources subject matter experts in one location, each available to all departments. This model significantly reduces overall staffing and overhead, at fairly significant savings to the County. Further, having subject matter experts available to all departments prevents costly mistakes in interpreting and applying the complex laws, rules and regulations that govern public sector personnel decision-making. It also contributes to a consistent approach in applying policies and practices from department to department.

As illustrated in the chart below, San Mateo has the lowest human resource cost per employee compared to other counties that provide somewhat comparable centralized HR functions.



**Note:** Alameda County's HR functions are decentralized, with larger departments operating their own HR units. Contra Costa County has a somewhat decentralized albeit activities in departmental personnel units are coordinated with central HR. Contra Costa County is currently working towards fully integrating their HR functions within central HR. San Francisco also has HR personnel located in departments to some extent.

Automated systems have positively impacted the ability for the department's subject matter experts to retrieve data, communicate and engage departments with less need for and reliance on support staff. As illustrated in the studies referenced by Management

Partners, a broader span of control can be an indicator of waste in the form of either unnecessary or marginally needed staff. While the department's reduction in support staff through an integrated HR model, space consolidation and use of technological tools has improved cost-effectiveness, it has also reduced the department's overall staff to supervisor ratio.

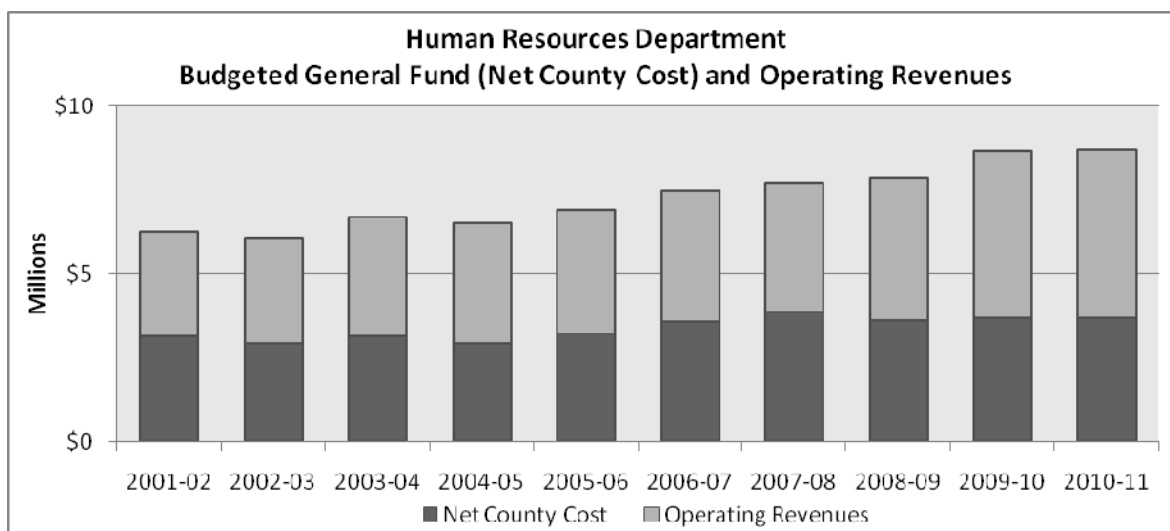
### ***Layers of supervision***

The research referred to by Management Partners includes studies that suggest a wider span of control as a means to reduce the number of supervisory layers and therefore streamline decision-making and improve line level initiative and overall performance. Since the San Mateo County Human Resources Department has a relatively flat structure, with three basic layers of supervision, such studies do not seem to present a particularly compelling rationale for increasing the span of control in this instance. In addition, other studies have shown that higher spans of control can have unintended negative consequences with a deterioration of managerial effectiveness and organizational performance.

### ***HR Department Staffing Reductions and Net County Cost***

Since fiscal year 2001-2002, the Human Resources Department has reduced its staff by 19.1%, from 68 to 55 positions. Using current dollars, this reduction has resulted in approximately \$2 million in annual savings and significantly contributed to a consistent record of limiting net county cost to an average annual growth of 2%, as shown in the following chart:

**HR Department Budget and Staffing Summary**



**CONCLUSION**

San Mateo County Human Resources Department prides itself on being an efficient, centralized organization that maximizes the use of its subject matter experts, while minimizing cost. The indicators of bureaucracy and inefficiency sometimes associated with a narrow span of control are not present. To the contrary, the San Mateo County Human Resources Department has demonstrated many best practices cited by Management Partners and associated studies that may result in a reduced span of control ratio, but also contribute to important cost savings, risk-reduction, efficiency, and consistency of practice.

The department will continue to review its organizational structure and span of control (including as positions become vacant) to identify opportunities to streamline processes and improve services while maintaining low risk and high customer service.

**FISCAL IMPACT**

There is no Net County Cost associated with the acceptance of this report.





**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
Human Services Agency



**DATE:** September 13, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** NA  
**VOTE REQUIRED:** NA

**TO:** Honorable Board of Supervisors

**FROM:** Beverly Beasley Johnson, J.D., Director, Human Services Agency  
Deborah Torres, Director, Children and Family Services

**SUBJECT:** Child Welfare Services Overmatch

**RECOMMENDATION:**

To accept this report addressing the Human Services Agency's (HSA) Children and Family Services (CFS) overmatch.

**BACKGROUND:**

At the June 21, 2010, Budget Hearing, the Board of Supervisors requested that HSA prepare a report back describing the overmatch portion of CFS' \$6.4 million discretionary net county cost.

The CFS FY 2010-11 budget is \$37.7 million and includes \$9.2 million in net county cost (see Attachment 1). Of this net county cost amount, \$6.4 million is non-mandated, discretionary overmatch. This overmatch draws down an estimated \$3.4 million in additional federal revenue. The overmatch exists due to a variety of factors including: the high cost of services in San Mateo County, and the fact that child welfare departments statewide are funded at the 2001 reimbursement cost rate, increasing reliance on county general funds utilization year after year in order to achieve positive outcomes.

In addition to state and federal mandates, in past years CFS has been subject to multiple reviews by the following bodies which have made recommendations for improvements:

- California Child and Family Services Review (C-CFSR)
- Citizen Review Panel (FY 2008-09)
- Council on Accreditation (2009)
- Civil Grand Jury Reports (FY 2002-03 and FY 2004-05)
- Blue Ribbon Commission (2004)
- Senate Bill 2030 Child Welfare Services Workload Study (2000)

In addition, the CFS System Improvement Plan (SIP) outlines improvements which CFS is responsible for implementing.

## **DISCUSSION:**

### **Child Welfare System**

CFS provides a broad range of prevention, early intervention and child protective services for youth aged 0–18 years, with a special focus on the most vulnerable population of children aged 0–5 years. In FY 2009-10, CFS received 3,211 calls to the Child Abuse Hotline, resulting in 2,444 referrals which required face-to-face comprehensive assessment. Following the use of a new risk and safety assessment tool (Structured Decision Making) in September 2009, the number of referrals that require immediate response has significantly increased. These initial emergency response assessments are comprehensive and often include involvement with hospitals, medical professionals, law enforcement, face-to-face visits with families and extended family members and require hours of work to make a removal determination.

In the past fiscal year, there were 805 open active child cases in the child welfare system. These children and families received a wide array of child welfare services such as family reunification and family maintenance and to the most serious situations in which children must be removed from their families and placed in foster care or adoptive homes.

Within the 805 total caseload in child welfare, there were a total of 423 children who required out-of-home care such as foster homes, foster family agencies, kinship, and group homes. Approximately 62% were placed in county while 38% were placed out-of-county including out-of-state, of which 36% were placed in kinship care (i.e., relative and non-relative extended family members). CFS faces many challenges with children placed in out-of-home care, one of which is age. About 48% of the children placed in out-of-home care were in the 13-18 age group which makes finding stable adoptive and kin homes more challenging and requires specialized adolescent services.

### **Service Provision**

A wide array of services, both mandated and discretionary, is provided to children and families in order to prevent maltreatment and reduce the incidence of child abuse and neglect in San Mateo County. Mandated services must be provided by all child welfare agencies in California but are not necessarily fully funded by the state. Examples of these services include:

- Immediate Response, the investigation of serious allegations of abuse or neglect, frequently required within two hours of receiving the report;
- Family Maintenance services, provided when abuse is substantiated, but it is determined that the child may remain at home safely while services are being provided to resolve the family's issues;
- Family Reunification services, provided with the goal of returning children home once there is no longer a risk to their safety; and
- Permanent Placement services for children who are unable to be reunified with their families and require long-term out-of-home placement.

The county general fund overmatch is used to enhance these services and to ensure that capacity exists to respond quickly and appropriately to abuse and neglect allegations and to provide prevention and early intervention services.

Since the death of a San Mateo County child in December 2002, evidence-based best

practices have been implemented to enhance services and to ensure that every possible effort is being made to protect children. Although considered discretionary, these services are critical in order to ensure child safety, especially for very young children age 0–5 years who are most at risk for abuse and neglect. Funding for discretionary services elevates mandated services to a higher level in order to produce the best outcomes possible for children and their families. Discretionary services are generally provided using some federal or state funding which is matched with county funds to make the provision of these services possible. Discretionary spending provides for:

Team Decision Making: Team Decision Making (TDM) meetings are facilitated conversations between the significant adults in a child's life in order to determine the best possible placement for the child. In addition to CFS staff, participants in TDM meetings may include birth parents, other family members, school personnel, legal counsel, and Court Appointed Special Advocates (CASA). Although TDM is not a mandated service, it is a widely used, nationally accepted best practice that helps to increase placement stability and improve reunification and re-entry rates. In FY 2009-10, TDMs were conducted for 412 children.

Kinship Support: San Mateo County provides kinship services which include peer mentoring, tutoring, support groups, information and referral, outreach throughout the county and other services designed to strengthen the family's ability to maintain a stable environment. The state funds services for 200 of approximately 500 children in need, leaving 300 children who would not receive services were it not for the county general fund overmatch. Without kinship support services, children would be placed in out-of-home foster care, and data indicates that children placed with family members experience far better outcomes than those in foster care.

Aftercare Program: This collaboration between HSA and a contracted community provider assists youth in their transition from foster care to successful adult living. Studies show that emancipated foster youth experience dramatically high rates of unemployment, homelessness, substance abuse and imprisonment. The Aftercare Program provides services in the areas of housing, employment, education, legal issues and medical services, transportation and emotional support. These services are critical to provide support to this highly vulnerable population.

Contracts: Currently CFS has 44 contracts with providers in communities throughout the county. Approximately half of these contracts are funded with state allocations, with the remaining half funded at net county cost. Some non-mandated, court-ordered services must be made available to our clients but cannot be provided using internal resources alone. Additional services are also necessary to ensure compliance with recommendations from other bodies (see pages 4-5). HSA has chosen to use some of its state allocation to fund Differential Response, a non-mandated agency/community collaboration which provides for the triaging of abuse and neglect allegations. Differential Response allows social workers to focus time and effort engaging high-risk families in intensive services while ensuring that families in low-risk situations receive assistance and support from their communities. In FY 2009-10, the Differential Response Program served 1,410 children.

*Service Augmentation Through Staffing:* Services are augmented by funding staff positions above the 2001 reimbursement cost rate allocated by the state, using county general fund dollars, thereby allowing CFS to provide more adequate programs and services. Community workers, family care workers, and transportation officers transport clients to and from court-ordered services such as counseling and substance abuse treatment, conduct supervised visitation, and perform additional tasks to support social workers and the families they serve. Additionally, social workers perform as hotline screeners, Team Decision Making facilitators, court officers, Relative Assessment workers, Foster Family Recruiter, and in other positions which serve to improve outcomes for children and families.

### **Outcomes and Accountability**

In addition to federal and state mandates, CFS is also accountable to other bodies and/or guided by other plans and processes in order to enhance its programs. As a result, CFS has improved its ability to provide prevention and early intervention services, to protect children, to place fewer children in foster care, and to support and strengthen families. These bodies, plans and processes include:

#### *California Child and Family Services Review (C-CFSR)*

Over the last five years, San Mateo County's outcomes—measured against multiple federal and state standards established by the C-CFSR—have consistently exceeded statewide outcomes in 11 of 17 federal standards measuring performance in the areas of child safety, family reunification, adoption, and exits to permanency and placement stability. Efforts to seek out and implement evidence-based best practices and a willingness to make discretionary funding available in order to implement these practices have resulted in improvements in outcomes for children such as earlier reunification, fewer placement changes, fewer children in out-of-home care, and fewer children in emergency shelter care.

#### *Citizen Review Panel (CRP)*

CRP consists of a volunteer panel which examines policies, procedures and practices and evaluates the extent to which CFS is meeting its responsibility to protect children from abuse and neglect. In the CRP 2008-2009 Annual Report and Recommendations, CRP made the following recommendations, which were implemented by CFS:

- Create a Team Decision Making (TDM) Advisory Committee to acknowledge successes, identify challenges and generate solutions to address those challenges;
- Develop TDM data reports to ensure data-driven decision making regarding TDMs;
- Provide a more robust Parent Orientation for birth families with information and access to resources;
- Use Peer Parent Partners to provide support to birth parents; and
- Provide relevant resources that enable families to be full and successful participants in the reunification process.

### Agency Accreditation: An Ongoing Culture of Excellence

In September 2008, HSA became an accredited public agency through the Council on Accreditation (COA), an international, independent, not-for-profit child and family service and behavioral healthcare accrediting organization. Complying with the accreditation standards was a resource-intensive, long-term process of evaluating existing policies and protocols against rigorous best practice standards. HSA hopes to be able to continue to expend the required effort and staff hours needed to maintain its accreditation status, knowing that by doing so children and families are receiving the best possible services the agency can provide.

### Grand Jury

The Civil Grand Jury is a judicial body of citizens impaneled to act as an “arm of the court,” receiving and investigating complaints regarding the actions and performance of county government and producing reports that describe problems and contain findings and recommendations. In the San Mateo County FY 2002-03 Grand Jury Report, multiple recommendations were made regarding the relationship between HSA, the Juvenile Court, Private Defenders and County Counsel. HSA implemented most of the FY 2002-03 Grand Jury recommendations which included:

- Creation of a permanent forum to promote dialogue between the Agency, Juvenile Court, the Private Defender and County Counsel, and provision of staff training regarding the role of the Court;
- Address the needs of social workers and provide additional resources to support their work;
- Expedite implementation of the evidence-based Family-to-Family Program, designed to promote the collaborative support of foster children and keep children in their communities; and
- Apply for accreditation through the Council on Accreditation (COA).

While the FY 2004-05 Grand Jury Report commended HSA for the many changes adopted in response to the FY 2002-03 Report, additional suggestions were made and implemented by CFS which include:

- Enhancement of support of foster families by updating the Foster Parents Policy and Procedures Manual, providing health and education information earlier, and defining and strengthening the role of the Foster Parent Liaison; and
- Provision of additional clerical and technological support for social work staff.

### Blue Ribbon Commission

A Blue Ribbon Commission is a group of qualified persons appointed to investigate or study a given situation and use their expertise to issue findings or recommendations. A Blue Ribbon Commission, made up of current and former judges, social workers, educators and union officials, was appointed by former County Manager John Maltbie and Judge Mark Forcum to review the county’s child protective services system following a child death in December of 2002. In response to the recommendations made by the Commission, CFS:

- Increased staff assigned to child protection, particularly the paraprofessional, transportation and clerical staff that provides support to social workers;
- Reduced unit size so that supervision and consultation is more available;

- Increased resources to meet the urgent needs of CFS-supervised families; and
- Increased the number of mental health evaluators and non-profit service providers.

### Senate Bill 2030 Child Welfare Services Workload Study

This study, conducted in 2000 and using data collected from 13,000 California child welfare staff, consisted of a social worker workload measurement and analysis. The study was considered necessary due to extensive legislative, programmatic, administrative and technical changes affecting social work practice. As a result of the study, caseload standards were recommended at a minimum level (so that program requirements would be met for all cases) and at an optimal level (which would allow for significant improvements for children and families). San Mateo County has aligned caseloads at the optimum level to ensure comprehensive and quality-driven services.

### System Improvement Plan

As required by the State, every California county, in partnership with their community and prevention partners, develops a plan that focuses on services to families and that provides milestones, timeframes, and targets to improve outcomes for children, youth and families. The plan is a commitment to specific, measurable performance improvement and must be approved by the County Board of Supervisors. CFS' most recent plan was approved and made effective in February 2010. This plan recommends the continuation of TDM, Differential Response services, and the use of the Structured Decision Making tool. In addition, there were recommendations for the implementation of services or program components that are not funded through allocations, such as specialized trainings, aftercare services for reunified families to prevent re-entry into the child welfare system, increased community outreach, review and evaluation of best practice models, and enhanced resources for birth, kin, foster and adoptive parents, social workers and youth.

### **Fatalities/Near Fatalities**

According to the California Child Fatality and Near Fatality Annual Report, California's 58 counties reported 114 child fatalities and 91 near fatalities determined to be the result of abuse and/or neglect in FY 2008-09. Of special concern are those children from 0 to 5 years of age who are the most vulnerable and at-risk child population. San Mateo County has been fortunate that child deaths or near deaths due to abuse and/or neglect have been extremely rare occurrences, with the last fatality in 2002. Our success in this area underlines the significance of providing the best possible services by making use of evidence-informed best practices, and staffing CFS adequately so that it can continue to protect San Mateo County's children.

### **Summary**

CFS is mandated to provide services to abused and neglected children and is charged with risk aversion and the prevention of child fatalities due to abuse and/or neglect. CFS is committed to the promotion of child, youth and family strength by providing a continuum of prevention and early intervention, protection and permanency services that foster lifelong stability and maximize child and family well-being.

Our accountability to other bodies, our commitment to the continued use of evidence-informed best practices to achieve our mandates, and our on going efforts to fulfill our commitment to provide the most effective services have all resulted in the use of county general fund overmatch to support the safety net for San Mateo County children and families.

Accepting this report back contributes to the Shared Vision 2025 outcome of a Healthy Community by informing the Board of Supervisors and the public of the San Mateo County Child Welfare System and its revenue sources.

**FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report.

**Child Welfare Services  
FY 10-11  
Budgeted**

Attachment 1

**Authorized Positions 174**

<b>Revenue</b>	
Allocations	16,271,420
Realignment	6,765,874
Projected Federal Revenue draw down for overmatch	3,456,651
Block Grant/other revenue	2,000,000
<b>Total Revenue</b>	<b>28,493,945</b>

<b>Expenditures</b>	
S&B	19,218,783
Contract costs	4,016,513
Program Costs	14,527,563
<b>Total Expenditure</b>	<b>37,762,859</b>

<b>Net County Cost (NCC)</b>	
Mandated	2,819,914
Discretionary	6,449,000
<b>Total NCC</b>	<b>9,268,914</b>





**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
Human Services Agency



**DATE:** September 13, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** N/A  
**VOTE REQUIRED:** N/A

**TO:** Honorable Board of Supervisors

**FROM:** Beverly Beasley Johnson, Director of the Human Services Agency  
John Joy, Director, San Mateo County Works

**SUBJECT:** Report back to the Board of Supervisors on Human Services Agency Programs: Jobs for Youth

**RECOMMENDATION:**

To accept this report addressing the Human Services Agency review of its Jobs For Youth Program to determine if there is a more efficient and less costly way to provide these services.

**BACKGROUND:**

At the June 23 Board meeting, the Board requested additional information regarding Jobs for Youth program administered by the Human Services Agency. The request was to explore more efficient and cost effective ways to operate the Jobs for Youth program.

**DISCUSSION:**

***Jobs for Youth***

The Jobs for Youth Program (JFY) began in 1982 as a summer only program. In 2001, the Human Services Agency extended the Jobs for Youth program into a year-round program, providing employment services to youth 14 to 21 years of age. By utilizing a number of different categorical funding sources along with non-categorical County General Fund money the Human Services Agency is able to offer a Jobs for Youth program which is open to all youth who are residents of San Mateo County. There are no specific eligibility or income requirements to receive services. Currently, Jobs for Youth is still the only youth employment program in the County that does not limit eligibility based on income.

The primary program component of Jobs for Youth is providing employment services to youth. During the school year staff work with 5 high school districts in the County representing about 30 high schools in order to reach the broadest audiences and achieve the best outcomes in outreaching to over 2000 youth annually. The JFY staff average about 3-4 group presentations/workshops per month at high schools and participate in over 60 community resource/information events annually throughout the County. Staff work directly with youth on job preparation activities such as filling out applications, resume writing, interviewing skills, etc.

In addition, staff work with local businesses, community-based organizations and public agencies in order to understand their business needs and uses that information to successfully match youth to appropriate employment opportunities. During the summer, staff recruit and place youth in Workforce Investment Act (WIA and County funded paid internships.

In FY 08-09 JFY served 2981 youth and placed 523 youth in jobs and internships. Despite holding one position vacant, poor economic conditions and fewer placement opportunities, for FY 09-10 JFY served 2164 youth in the year-round program and placed 347 youth in jobs/internships. Many of these youth are considered at-risk. They are teens from the juvenile system, continuation schools, foster youth, and teen parents. Funded by WIA, County General Fund, and donations, the total program expenditure for FY 09-10 was \$319,000 with a Net County Cost of \$228,000.

The JFY staff has continued to explore ways to strengthen its ties and collaborations with other programs and leverage funding from various sources. For example, Jobs for Youth has received WIA funding since 2003 which helps support its year-round program and makes services available to additional disadvantaged youth. The partnership with WIA also created an immediate opportunity to effectively use WIA ARRA funds. Jobs for Youth expanded their Summer Youth Employment Program for FY10-11 utilizing both WIA and TANF ARRA funds to place youth in subsidized employment.

In another example, staff also works with the Al Tegli Jobs for Youth Endowment Scholarship Fund Committee to raise donated funds which provide scholarships to youth. These scholarships are awarded based on a competitive essay selection process. All current and past Jobs for Youth participants are eligible to apply.

By utilizing a number of different funding sources, Jobs for Youth is able to work with youth without regard to income eligibility criteria.

As of July 1, 2010, the Human Services Agency has consolidated Jobs for Youth, along with other jobs-related programs into a new division called SMC Works. This integration focuses all Agency workforce, employment, training and support services for adults and youth into a single organizational entity and has already yielded half-dozen new collaborations that may not have otherwise occurred. In one such new collaboration, Jobs for Youth is partnering with the WIA Green Job Corps to case manage the youth who are currently in that grant-funded program. Leveraging the infrastructure built through the TANF-ECF subsidized employment program for CalWorks and needy families, and a strong and increasingly robust partnership with WIA, Jobs for Youth will continue to explore additional ways to serve San Mateo County youth efficiently and cost effectively.

#### **FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report.



**COUNTY OF SAN MATEO**  
Inter-Departmental Correspondence  
**SHERIFF'S OFFICE**



**DATE:** August 23, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** None

**TO:** Honorable Board of Supervisors  
**FROM:** Sheriff Greg Munks  
**SUBJECT:** Crisis Management Unit Deputy Sheriff and Community Schools Report Back

**RECOMMENDATION:**

Accept this report-back regarding determining if funding from Sheriff's discretionary program, including community schools, or grant funding can be used to restore the Crisis Management Unit Deputy Sheriff position.

**BACKGROUND:**

During the June 2010 budget hearings your Board approved the Sheriff's Office FY 2010-2011 recommended budget which included the elimination of the Crisis Management Unit's Deputy Sheriff position. During these hearings, your Board requested that the Sheriff determine if funding from discretionary programs including community schools or grant funding can be used to restore the Crisis Management Unit Deputy Sheriff position.

**DISCUSSION:**

To meet Net County Cost targets for FY2010-11, over three million dollars in budget cuts and revenue adjustments were made by the Sheriff's Office. Although the Crisis Management Unit Deputy Sheriff position was eliminated, the Sheriff's Office will continue with Crisis Intervention Training (CIT). CIT is a voluntary program designed to help law enforcement deal with people with mental illness in our community. This four-day intensive program teaches law enforcement how to best respond to emotionally distraught or mentally ill individuals. Students in CIT learn techniques used by mental health professionals in defusing volatile situations such as interviewing and putting a person at ease. The Sheriff's Office will continue to search for grant funding that may be used to restore the Crisis Management Unit Deputy Sheriff position.

One of the Sheriff's stated missions is to support positive youth development. The School Resource Officer (SRO) program is the primary program that works to accomplish this goal.

We are responsible for ensuring student safety and are at risk of being held responsible if a tragedy occurs. Reducing the funds allocated to this program in order to restore the Crisis Management Unit Deputy has the potential to result in increased delinquent behavior and a diminished ability to provide early intervention dealing with youth within San Mateo County. The SRO program has become more critical since the juvenile diversion program was eliminated due to the discontinuance of grant funding received in prior years.

The SRO Program assigns deputies to schools in an effort to create and maintain a safe learning environment. The SRO program currently serves a total of 21 schools and over 10,000 students in San Mateo County annually, which includes 11 schools and 4,500 students located in the unincorporated areas and 7 schools in contract cities, Woodside and Portola Valley. Although the remaining schools are not located in unincorporated areas, the schools are populated with students that live in unincorporated areas. The provided services include making presentations to students, staff and parents, conducting home visits, security and crowd control for school functions, youth & parent counseling, and drug & gang awareness training (DARE & GREAT). The SRO's first duty is that of a sworn peace officer, investigating crimes and activities associated with criminal behavior. School Resource Officers conduct criminal investigations and make arrests utilizing the same criteria as a patrol deputy. The SRO works with school administrators, parents and the juvenile justice system to hold offenders accountable for their actions while not clogging the justice system with cases that could be resolved within the school by alternative means. The SRO program works effectively to promote safe schools and valuable community partnerships.

There are many benefits to the SRO Program. One benefit is a reduction in the workload of patrol deputies by reducing 911 calls from the schools. This frees up resources on the street as patrol deputies do not have to constantly respond to schools. The SROs also prevent problems that would have resulted in an emergency call since students realize that with an officer assigned to the school, they could be arrested if they break the law. Another benefit to the SRO program is the improved image of law enforcement among juveniles which in turn improves the attitude and behavior of young people toward law enforcement. This results in increased crime reporting and prevention because students confide in the deputy when problems arise which allows the deputy to act proactively to control the situation.

Approval of this report contributes to the Shared Vision 2025 outcome of a Healthy Community by continuing to provide first-line prevention by proactively working with schools and youth to build healthy and trusting relationships with law enforcement.

#### **FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report. Reductions made in order to meet net county cost target for FY 2010-11 included the elimination of the Crisis Management Unit Deputy Sheriff position. This resulted in a savings of \$191,269 in Net County Cost. Staff will continue to review grant announcements as they become available to determine if opportunities exist to restore this position.



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
Probation Department



**DATE:** August 30, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** None

**TO:** Honorable Board of Supervisors  
**FROM:** Stuart J. Forrest, Chief Probation Officer  
**SUBJECT:** Report Back on After-Hours Security at the Youth Services Center

**RECOMMENDATION:**

Accept this report in response to the Board of Supervisor's request for information about alternative staffing arrangements for after-hours security at the Youth Services Center that would result in cost savings for the Probation Department.

**BACKGROUND:**

During the June budget hearings, the Board of Supervisors requested that the Probation Department and the Sheriff's Office collaborate on ways to reduce the cost of providing after-hour security at the Youth Services Center. To date, security has been provided by the Sheriff's Office during normal working hours, in the evenings (Monday – Friday 5:00 pm – 8:00 pm), and on weekends (Saturday and Sunday 8:00 – 8:00). The after-hours security cost has been charged to Probation at an overtime rate for Sheriff's Deputies for the past three fiscal years.

**DISCUSSION:**

Probation and Sheriff's Office representatives met a number of times to discuss ways that Probation could begin to assume the after-hours security coverage. The Sheriff's Office trained Juvenile Hall staff on the operation of the security equipment and the Probation Department wrote up the procedures for the position. Probation will operate the security checkpoint with staff from the Juvenile Hall Admissions Unit and, if necessary, backfill the position with Extra Help staff. The transition to Probation staff happened on September 1, 2010 and will be reviewed after the first and sixth months of operation.

**FISCAL IMPACT:**

The total cost for overtime for Deputy Sheriff coverage in fiscal year 2009-10 was \$135,422. Probation estimates a savings of between \$77,000 and \$135,000 per year depending on whether the Department will need to backfill with Extra Help.



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
Probation Department



**DATE:** September 10, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** None

**TO:** Honorable Board of Supervisors  
**FROM:** Stuart J. Forrest, Chief Probation Officer  
**SUBJECT:** Report Back on Electronic Monitoring Program

**RECOMMENDATION:**

Accept this report in response to the Board of Supervisor's request for a cost-benefit analysis of the electronic monitoring program.

**BACKGROUND:**

During the June budget hearings, the Board of Supervisors requested that the Probation Department perform a cost-benefit analysis of the electronic monitoring program. The EM program serves two groups of clients: juvenile clients and adult clients accepted into the Bridges Day Treatment Program.

The Probation Department, in conjunction with the Sheriff's Department, developed and implemented the electronic monitoring program for juvenile clients in 2004, to address the issue of Juvenile Hall and jail overcrowding. The EM program continues to be used to control the population in Juvenile Hall by expediting eligible and appropriate in-county clients out of the Hall and onto EM. However, the program has expanded to include three additional uses of EM: (1) to provide an alternative to detention; (2) to enhance supervision of minors in the community; and (3) to offer a step-down option to clients in Camp Glenwood and the Girls' Camp. Since 2008, juveniles on EM do not receive credit for custody time.

The Bridges Program incorporates EM as a mandatory component for a minimum of 60 days for all Phase I clients. Electronic monitoring in Bridges includes the following objectives: (1) to provide clients structure as they begin drug and alcohol treatment; (2) to assist them in the development of good habits as they transition to sobriety; and (3) to monitor clients' compliance of court orders such as ensuring the clients are at home by a designated time each day. Clients in the Bridges Program are eligible to receive credit for custody time while on EM.

**DISCUSSION:**

In FY 09-10, a total of 660 juvenile clients were placed on EM. Of this total, 87% (573) completed the terms of EM and 82% (472) did so without sustaining a new law violation while on EM. There are 5 deputy probation officers assigned to the EM unit with a recommended staff to client ratio not to exceed 1:25 at any given time. Due to the fluid nature of clients being placed on EM and completing EM, the ratio represents a point in time caseload size for an officer. At the beginning of September 2010, 87 juvenile clients were on EM: 17% of clients were placed on EM pre-adjudication and 83% of clients were placed post-adjudication. Currently, 64% of the clients have misdemeanor cases and 36% have felony cases.

In FY 09-10, a total of 63 clients participated in the Bridges Program. At a given time, an average of 15-20 clients is in Phase I. There are 3 deputy probation officers in Bridges with a staff to client ratio of 1:21. The percent of clients completing Bridges without a new sustained law violation is 85%. While we do not report on the success rate of EM within Bridges, participants cannot complete Phase I or Phase II without successfully complying with the dictates of EM. Therefore, we can infer that the 85% success rate represents clients who also successfully completed the terms of EM in Phase I.

The total cost for the EM program is comprised of salary and benefits and a contract with Sentinel Offender Services, which won a competitive bid at the State level to obtain GSA status.

Since the EM component is imbedded in the Bridges Program and incorporated in the officers' daily tasks, we do not include their salary and benefits in this analysis. However, the EM unit for juvenile clients is a free-standing program unit wherein 100% of officers' time is devoted to the EM program. Therefore, salary and benefits for these officers are included in the fiscal impact.

The total salary and benefits for 5 deputy probation officers (at 1.00 FTE) and 1 probation services manager (at 0.75 FTE) is \$800,629. In FY 09-10, the Department paid Sentinel \$112,873 against its contract. The current three-year contract with Sentinel is \$450,000 (FY 10-11 through FY 12-13).

On an average day, there are 70 clients assigned to the EM program and the average length of time clients spend on EM is 60 days. In FY 09-10, the average cost per client per day is \$4.42 (contract costs only) and the total cost per client per day (contract plus salary and benefits) is \$35.75. An average 60-day assignment to the EM program costs \$2,145.00, which includes equipment plus salary and benefits.

The parents and guardians of juvenile clients on EM are charged a participation fee ranging from \$1.00 - \$8.00 per day according to a sliding scale and depending on the type of equipment required for monitoring (EM unit, GPS technology, etc.). Per penal code statute, Bridges clients do not pay a fee for EM since they receive credit for sentencing time while on EM. The revenue received from juvenile fees in FY 09-10 totaled \$48,270. Client fees offset equipment costs by 43%, and the Department pays the 57% difference in equipment cost plus 100% of salary and benefits.

While the original purpose of the EM program was to help alleviate jail overcrowding, the program currently has multiple objectives and is used frequently post-incarceration. Therefore, it is difficult to provide an assessment of the cost savings of the use of EM versus incarceration. Nonetheless, the daily costs of incarceration are as follows: juvenile hall \$429.00; Camp Glenwood \$529.69; Camp Kemp \$402.22; and Maguire Correctional Facility \$115.00.

The total program cost per fiscal year for EM is \$865,232.00 (salary and benefits plus contract minus participation fees).

**FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report back item.





**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
County Manager's Office



**DATE:** September 22, 2010  
**BOARD MEETING DATE:** September 28, 2010  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** None

**TO:** Honorable Board of Supervisors

**FROM:** David S. Boesch

**SUBJECT:** Memberships and Contributions Explanation of Terms and Organization of the Summary Table

**RECOMMENDATION:**

Accept this report explaining terms and organization of the Memberships and Contributions Summary Table.

**BACKGROUND:**

During the June 2010 budget hearings your Board requested information about the terms used in the Memberships and Contributions table and the method of payment. This memo briefly explains each section of the table, explains the documentation used for types of payments, and includes the updated Memberships and Contributions table.

**DISCUSSION:**

The Memberships and Contributions budget for FY 2010-11 and 2011-12 includes County memberships and cost shares in the amount of \$416,185; contributions in the amount of \$240,863; and sponsorships in the amount of \$190,367 for a total of \$847,415.

A list of County memberships and contributions is shown in the Recommended Budget book. The table contains three sections: 1) County memberships and cost shares; 2) contributions; and 3) sponsorships.

The Memberships section of the table displays payments to organizations where the County becomes a member of another organization. The County pays memberships and cost shares through invoices received from those organizations.

The Contributions section of the table lists money that the County plans to contribute to various organizations to help support the goals of that organization. Contributions are mostly paid using the County's contributions letter, which lists the goals and activities of the organization and states the County's right to inspect records to ensure that the organization is using the contribution to support those efforts.

Sponsorships are contributions to programs or events that are sponsored at the request of a Board member. There are five sponsorships in the FY 2010-12 budget: Disaster Preparedness Day, Older Driver Traffic Safety Seminars, and the Seniors on the Move Conference, which are sponsored by Supervisor Adrienne Tissier; the Fatherhood Collaborative, which is sponsored by Supervisor Mark Church (funding for the Fatherhood Collaborative is being moved to the Boards and Commissions budget during the next budget development cycle); and the Middlefield Road Cultural Festival, which is sponsored by Supervisor Rose Jacobs Gibson. Sponsorships are paid through agreements and invoices. The cost of most sponsorships are either fully or partially offset with financial contributions to the County from other organizations.

The FY 2010-12 County Memberships and Contributions table is attached. It includes County memberships and cost shares, contributions, and sponsorships for the next two years. Payments to FishNet4C and the San Mateo County Library Joint Powers Authority have been moved from the Contributions section of the table to the Memberships and Cost Shares section of the table.

This report back contributes to the Shared Vision 2025 outcome of a Collaborative Community by ensuring that residents are informed and engaged and that issues are approached with fiscal accountability and concern for future impacts.

**FISCAL IMPACT:**

There is no fiscal impact in accepting this report.

## County Memberships and Contributions

This budget includes funding for County memberships and contributions to the following organizations:

ORGANIZATION	Revised FY 2009-10	Recommended FY 2010-11	Change	Recommended FY 2011-12
Memberships and Cost Shares:				
Alliance for Innovation	7,500	7,500	0	7,500
Association of Bay Area Governments (ABAG)	70,624	71,426	802	71,426
ABAG Hazardous Waste Management Facility Allocation Committee	0	10,404	10,404	10,404
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
FishNet 4C	5,000	5,000	0	5,000
Housing Endowment and Regional Trust (HEART)	26,079	26,079	0	26,079
Joint Venture Silicon Valley Network	25,000	25,000	0	25,000
Local Agency Formation Commission (LAFCo)	87,827	87,827	0	87,827
National Association of Counties (NACO)	14,525	14,525	0	14,525
San Mateo County Economic Development Association (SamCEDA)	15,000	15,000	0	15,000
San Mateo County Library Joint Powers Authority	157,388	157,388	0	157,388
Urban County Caucus (UCC)	37,000	37,000	0	37,000
<b>Memberships and Cost Shares Total</b>	<b>567,367</b>	<b>578,573</b>	<b>11,206</b>	<b>578,573</b>
Contributions:				
Arts Providers (various)	55,000	55,000	0	55,000
Cabrillo Unified School District	40,000	0	(40,000)	0
Half Moon Bay / Coastside Chamber	5,000	5,000	0	5,000
Math and Science Innovation Project <sup>(1)</sup>	14,000	0	(14,000)	0
National Organization to Insure a Sound-controlled Environment (N.O.I.S.E)	1,155	1,155	0	1,155
Peninsula Conflict Resolution Center (PCRC)	8,320	8,320	0	8,320
San Mateo County Parks and Recreation Foundation	75,000	0	(75,000)	0
Sustainable San Mateo County	9,000	9,000	0	9,000
<b>Contributions Total</b>	<b>207,475</b>	<b>78,475</b>	<b>(129,000)</b>	<b>78,475</b>
Disaster Preparedness Day	30,000	30,000	0	30,000

ORGANIZATION	Revised FY 2009-10	Recommended FY 2010-11	Change	Recommended FY 2011-12
Fatherhood Collaborative <sup>(2)</sup>	119,596	105,367	(14,229)	105,367
Middlefield Road Cultural Festival	15,000	15,000	0	15,000
Older Driver Traffic Safety Seminars	10,000	10,000	0	10,000
Seniors on the Move Conference	30,000	30,000	0	30,000
<b>Sponsorships Total</b>	<b>204,596</b>	<b>190,367</b>	<b>(14,229)</b>	<b>190,367</b>
<b>Memberships / Contributions / Sponsorships Total</b>	<b>979,438</b>	<b>847,415</b>	<b>(132,023)</b>	<b>847,415</b>

<sup>(1)</sup> The Math and Science Innovation Project was partially transferred to the Human Services Agency (HSA) in FY 2009-10. The Stanford Teacher Project has been transferred to HSA as a September Revision for FY 2010-11.

<sup>(2)</sup> The Fatherhood Collaborative will be moved to the Clerk of the Board - Boards and Commissions budget in FY 2011-13.



# COUNTY OF SAN MATEO

## Inter-Departmental Correspondence

**Date:** September 15, 2010

**TO:** Members, Board of Supervisors  
via the County Manager

**FROM:** James C. Porter, Director of Public Works

A handwritten signature in blue ink, appearing to read "James C. Porter", is written over the name in the "FROM" line.

**SUBJECT: Fiscal Year 2010/11 Five-Year Capital Improvement Plan**

The Five-Year Capital Improvement Plan (CIP) is intended to provide the County with a planning tool for scheduling; budgeting and cash flow analysis; and resource requirements (staffing) for future capital projects. This memorandum is intended to alert you to staff's recommendation to omit the Five-Year CIP from the FY 2010/11 Adopted budget.

The Office of Budget and Performance and the Department determined that details surrounding the new jail facility construction and the Countywide Facility Master Plan will need to be finalized in order to provide your Board with a comprehensive CIP.

In preparation for the FY2011/12 CIP submittal, the Department plans to spend the next several months modifying and enhancing the CIP planning and development process to ensure that the document is both relevant and actionable. We propose to refine the document by separating recurring components (e.g. Facility Condition Improvement System and Facility Surcharge activities), and large, multi-year projects. For large projects, we plan to introduce a process that considers the County's financial ability to fund projects over the next 20 years, and the order in which projects are financed based on the priority set by your Board. To that end, the County's bonding capacity and potential General Fund support for capital projects will be added as new key components of the CIP.

The aforementioned improvements will ensure that your Board is provided a comprehensive long-term plan to base key decisions about the maintenance and use of our facilities.

If you have any questions, please feel free to contact me.

JCP:MW:sdd

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**cc:** Peggy Jensen, Deputy County Manager  
Reyna Farrales, Deputy County Manager  
Jim Saco, Budget Director  
Shanna Collins, Management Analyst  
Doug Koenig, Deputy Director, Public Works  
Michael Wentworth, Deputy Director, Public Works  
Zulma Singer, Management Analyst

Budget Unit ID	DEPARTMENT / DIVISION	CLASSIFICATION	JOB CLASS CODE	ADD	DEL	Description
3000B	Sheriff's Office	Criminalist II	H028		(1)	Deleting one full-time Criminalist II and adding two half-time Criminalist IIs in the Forensic Laboratory to offer staff in the unit an alternative work schedule
3000B	Sheriff's Office	Criminalist II	H028	2		
3200B	Probation Department	Information Technology Analyst	V235		(3)	As part of the Department's IT infrastructure changes, staff will be transferred to ISD effective 10/03/2010
3200B	Probation Department	Fiscal Office Assistant	E347		(1)	One Accountant will replace an FOA to provide higher level fiscal support for the Department
3200B	Probation Department	Accountant	E030	1		
5500B	Health Administration	Lead Fiscal Office Assistant	E349		(1)	One vacant position is eliminated in fiscal services in anticipation of reductions in State revenue
5550B	Health Policy & Planning	Community Program Specialist III	G228		(1)	One vacant position in the Children's Health Initiative is eliminated in anticipation of State revenue reductions
5700B	Aging & Adult Services	Staff Nurse	F116		(1)	An underfilled Staff Nurse position is deleted and one Social Worker III is added to align staffing mix to service needs in In-Home Support Services
5700B	Aging & Adult Services	Social Worker III	G096	1		
6100B	Behavioral Health & Recovery Services	Supervising Mental Health Clinician	F005		(1)	One vacant Supervising Mental Health Clinician is deleted and one Mental Health Program Specialist is added to align staffing mix with service needs in Adult Mental Health Services
6100B	Behavioral Health & Recovery Services	Mental Health Program Specialist	G081	1		
6200B	Community Health Services	Environmental Health Specialist	J049	1		A new Environmental Health Specialist is added to implement a five-year Center For Disease Control Grant for prevention and intervention of Campylobacter
6300B	Correctional Health Services	Psychologist II	F050		(1)	One vacant Psychologist position is deleted and one Marriage and Family Therapist II is added in response to a 25% reduction in Inmate Welfare Fund allocations
6300B	Correctional Health Services	Marriage & Family Therapist II	G120	1		
6600B	SMMC	Licensed Vocational Nurse	F129		(1)	Staffing Adjustments are made in Psychiatric Care Services to meet current service level needs; one vacant LVN is replaced with one part-time Psychologist position and one Supervising Psychologist position
6600B	SMMC	Psychologist	F050	1		
6600B	SMMC	Supervising Psychologist	F006	1		
6600B	SMMC	Medical Services Assistant II	F079	1	(2)	Two half-time MSA II positions in Ambulatory Services-Willow Clinic are converted to one full-time position in Ambulatory Services to meet current service level needs

Budget Unit ID	DEPARTMENT / DIVISION	CLASSIFICATION	JOB CLASS CODE	ADD	DEL	Description
6600B	SMMC	Staff Physician	F124	1		One Staff Physician position is added to support the new Esperanza Clinic in Ambulatory Services, which will provide medical services for developmentally disabled adults
6600B	SMMC	Nurse Practitioner	F009	1		One Nurse Practitioner position is added to support the new Esperanza Clinic in Ambulatory Services, which will provide medical services for developmentally disabled adults
6600B	SMMC	Licensed Vocational Nurse	F020	1		One LVN position is added to support the new Esperanza Clinic in Ambulatory Services, which will provide medical services for developmentally disabled adults
6600B	SMMC	Patient Services Assistant II	E412	1		One Patient Services Assistant II position is added to support the new Esperanza Clinic in Ambulatory Services, which will provide medical services for developmentally disabled adults
6600B	SMMC	Adult Psychiatrist	F140	1		One Adult Psychiatrist position is added to support the new Esperanza Clinic in Ambulatory Services, which will provide medical services for developmentally disabled adults
6600B	SMMC	Staff Physician	F124		(1)	One vacant part-time Staff Physician in Ambulatory Services-Methadone Clinic is deleted and one full-time Supervising Physician is added to meet current service level needs
6600B	SMMC	Supervising Physician	F127	1		
	Healthy Community - Totals			16	(14)	
4730P	Facilities Services	Stationary Engineer II	T040	1		A new Stationary Engineer II position is added for maintenance services for the Daly City Clinic as of June 1, 2010
	Environmentally Conscious Community - Totals			1	0	
1500B	Treasurer-Tax Collector	Revenue Collector II	E457		(1)	Currently, a Fiscal Office Specialist occupies a Revenue Collector II position; this change aligns the Salary Ordinance to the Department's staffing mix
1500B	Treasurer-Tax Collector	Fiscal Office Specialist	E350	1		
1800B	Information Services Department	Information Technology Analyst	V235	3		Positions have been transferred from the Probation Department to the Information Services Department as part of Probation's IT infrastructure plan
	Collaborative Community - Totals			4	(1)	

Budget Unit ID	DEPARTMENT / DIVISION	CLASSIFICATION	JOB CLASS CODE	ADD	DEL	Description
	TOTAL POSITION CHANGES			21	(15)	
	NET POSITION CHANGES			6		
2000B	Retirement Office (SamCERA)	Retirement Accounting Technician	E033	1		The Retirement Board approved the addition of one new permanent position to assist with fiscal support for the Department
2000B	Retirement Office (SamCERA)	Administrative Assistant I	E029	1		The Retirement Board approved the addition of one new permanent position to assist with administrative support for the Department
2000B	Retirement Office (SamCERA)	Management Analyst III	ED181	1		The Retirement Board approved the addition of one new permanent position to enhance communications with San Mateo County employees and residents



## FY 2010-11 Final Budget Hearings

Budget Unit ID	Budget Unit Name	AMOUNT Final Fund Balance Adjustment	Description of Change
1240B	Public Safety Communications	413,532	Appropriated \$35,000 for one-time items and projects, as follows: training and travel for PSC Dispatchers to become Police and Fire Protocol instructors, California Accreditation for Law Enforcement (CALEA) training, and purchase of an Incident and Tactical Dispatch Team vehicle; and set aside \$378,532 in Reserves
1940B	Message Switch	126,739	Set aside in Reserves
2510B	District Attorney/Public Administrator	0	No change
3000B	Sheriff's Office	2,018,057	Appropriated \$100,000 for overtime in the Women's Transitional Facility (WTF); appropriated \$156,351 to cover 25% of the contract with the Service League; and set aside \$1,761,706 in Reserves
3200D	Probation Department	(399,509)	Shortfall is fully offset by a reduction in various contracts in Services and Supplies with minimal impact on services
3300B	Coroner's Office	150,793	Appropriated \$45,345 in various operating expenditures including employee training and disaster preparedness equipment; and set aside \$105,448 in Reserves
3580B	Fire Protection Services	0	No change
5500B	Health Administration	58,098	Set aside in Reserves
5550B	Health Policy and Planning	77,648	Appropriated for Built Environment - Pedestrian and Bicycle Safety Project
5700B	Aging and Adult Services	2	Set aside in Reserves
6100B	Behavioral Health and Recovery Services	431,232	Appropriated \$379,568 for IT projects and \$51,664 for AOD program contract services
6200B	Community Health	433,587	Set aside in Reserves
6240B	Family Health Services	34,476	Set aside in Reserves
6300B	Correctional Services	138,738	Set aside in Reserves
<b>Healthy Community-General Fund</b>		<b>3,483,393</b>	
1700B	Human Resources	70,690	Appropriated \$50,000 for one-time operating costs such as internships, countywide service awards, and computer software; and set aside \$20,690 in Reserves
7000D	Human Services Agency	482,081	Set aside in Reserves
<b>Prosperous Community-General Fund</b>		<b>552,771</b>	
3570B	Local Agency Formation Commission	19,361	Appropriated \$5,439 for maps; and set aside \$13,922 in Reserves
3800B	Planning and Building	381,807	Appropriated \$110,000 for one-time contracts, software maintenance and office supplies; and set aside \$271,807 in Reserves
7900B	Department of Housing	9,045	Set aside in Reserves
<b>Livable Community-General Fund</b>		<b>410,213</b>	
1220B	Real Property	(213,797)	Shortfall is offset by various adjustments, as follows: revenues are increased \$75,385, operating expenditures are decreased \$632,414, transfers from other departments are reduced \$491,234, and set aside \$2,768 in Reserves; Budget & Performance Unit staff are working with the Real Property to ensure that fees for services cover operating expenditures
1260B	Agricultural Commissioner/Sealer	214,654	Appropriated for one-time items and projects, as follows: office remodel, computer equipment and furniture, global positioning and pesticide detection devices, gasoline prover equipment, GIS and website improvements, and staff training
3900B	Parks Department	(212,208)	Shortfall is offset by increased revenue from Ranger residence and Wunderlich Stable rents and increased reservation service fees due to increased calls; and Ranger remote mileage expenditure has been reduced through the AFSCME Memorandum of Understanding
4510P	Administrative Services	(61,000)	Shortfall is offset by increased Interfund Revenue
4600P	Engineering Services	(182)	Reduced Reserves
4730P	Facilities Services	197,618	Appropriated for one-time operating costs related to building maintenance

## FY 2010-11 Final Budget Hearings

Budget Unit ID	Budget Unit Name	AMOUNT Final Fund Balance Adjustment	Description of Change
4840B	Utilities	244,008	Set aside in Reserves
<b>Environmentally Conscious Comm-General Fund</b>		<b>169,093</b>	
1100D	Board of Supervisors	0	No change
1200B	County Manager's Office	567,013	Appropriated \$133,574 for outreach and communications projects; and set aside \$433,439 in Reserves
1300D	Assessor-Clerk-Recorder	130,433	Appropriated \$74,290 for a one-time purchase of one large scanner in the Elections division for Vote by Mail processing; and set aside \$56,143 in Reserves
1400B	Controller's Office	286,792	Set aside in Reserves
1500B	Tax Collector/Treasurer	459,739	Appropriated \$337,754 for one-time items and projects, as follows: software and IT upgrades, Contractor Knowledge Transfer Project, South San Francisco Office remodel, succession planning, and printing and postage costs for property tax bills and Revenue Services collection notices; and set aside \$121,985 in Reserves
1600B	County Counsel	588,062	Appropriated \$90,000 for various one-time operating costs such as computer equipment and set aside \$498,062 in Reserves
1800B	Information Services Department	(45,609)	Reduced Reserves
1920B	Grand Jury	45,941	Appropriated for one-time operating costs
8000B	Non-Departmental Services	18,112,363	Reappropriated \$1,091,802 for countywide IT projects; \$640,000 for PIPS upgrade, \$931,828 for Jail Management System, \$2,598,004 for capital projects, and \$1,054,458 for La Honda/Pescadero Unified School District loan; and set aside \$11,796,271 in Reserves
<b>Collaborative Community-General Fund</b>		<b>20,144,734</b>	
<b>Subtotal General Fund</b>		<b>24,760,204</b>	
3550B	Structural Fire	318,763	Appropriated \$125,000 for equipment leases, as follows: fire engine for the Belmont Station and water tenders for the Kings Mountain and Skylonda Stations; and set aside \$193,763 in Reserves
3560B	County Service Area #1	206,498	Set aside in Reserves
5630B	Emergency Medical Services Fund	148,529	Set aside in Reserves
5800B	IHSS Public Authority	24	Set aside in Reserves
6600B	San Mateo Medical Center	3,503,124	Reduced revenues in contractual allowances
<b>Healthy Community-Non-General Funds</b>		<b>4,176,938</b>	
3700B	County Library	404,625	Appropriated for one-time items and projects, as follows: furnishings at the Library branches, data/electrical work associated with staff workroom modifications, automated material handling system equipment, and an anticipated increase in donor city refunds
<b>Livable Community-Non-General Funds</b>		<b>404,625</b>	
3950B	Fish and Game	4,224	Set aside in Reserves
3960B	Off-Highway Vehicle License Fees	3,551	Appropriated for one-time off-highway projects in County parks
3970B	Parks Acquisition and Development	(940,674)	Shortfall is offset by reduced appropriation for capital projects of \$910,986; the Parks Department will work with Public Works on prioritizing which projects will move forward in FY 2010-11. Reserves will also be reduced by \$29,688 but those funds will be recouped in FY 2010-11 from the Wunderlich Trust Fund for project costs to renovate the parking lot at Folger Stables last fiscal year
3980B	Coyote Point Marina	320,082	Appropriated for completion of Marina dredging project
4520B	Road Construction and Operations	13,850,675	Appropriated \$6,461,747 for Capital Projects; and set aside \$7,388,928 in Reserves
4740B	Construction Services	128,354	Appropriated for one-time costs related to repaying an inter-department loan
4760B	Vehicle and Equipment Services	1,886,843	Set aside in Reserves
4820B	Waste Management	810,187	Set aside in Reserves

## FY 2010-11 Final Budget Hearings

Budget Unit ID	Budget Unit Name	AMOUNT Final Fund Balance Adjustment	Description of Change
4830B	Transportation Services	399,857	Appropriated for one-time expenditures related to the Commute Alternatives Program
4840B	Utilities	2,646,522	Set aside in Reserves
4850B	Airports	(264,626)	Reduced Reserves
8200B	Accumulated Capital Outlay Fund	7	Set aside in Reserves
8300B	Courthouse Construction Fund	205,732	Set aside in Reserves
8400B	Criminal Justice Construction Fund	151,302	Set aside in Reserves
8500D	Capital Projects Fund	513,727	Appropriated for one-time Capital Project expenditures
<b>Environmentally Conscious-Non-General Funds</b>		<b>19,715,763</b>	
8900B	Debt Service Fund	1,210,090	Set aside in Reserves
<b>Collaborative Community-Non-General Funds</b>		<b>1,210,090</b>	
	<b>Subtotal Non-General Funds</b>	<b>25,507,416</b>	
	<b>TOTAL ALL COUNTY FUNDS</b>	<b><u>50,267,620</u></b>	
1950B	First 5 San Mateo County (Information Only)	2,095,720	Appropriated \$22,032 for retiree health benefits; set aside \$2,073,688 in Reserves
2000B	Retirement Office (Information Only)	0	No change

**Health Administration (5500B)  
General Fund****FY 2010-11 September Revisions****1. Workforce Reduction - State Revenue**

Projections for state funding have been reduced. One vacant Lead Fiscal Office Assistant position in Administration has been eliminated. In anticipation of state revenue reductions, the workload was previously reassigned to other staff in the unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(67,107)	(67,107)	0	0	0	(1)

**FY 2011-12 September Revisions**

No change.

**Health Policy and Planning (5550B)**  
**General Fund****FY 2010-11 September Revisions****1. Workforce Reduction - State Revenue**

As a result of the projected decline in State revenues, one vacant Community Program Specialist position has been eliminated from the Children's Health Initiative program. There is minimal impact to the program as the workload has been reassigned to other program staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(114,723)	(114,723)	0	0	0	(1)

**FY 2011-12 September Revisions**

No change.

## Community-Based Programs (5720P) General Fund

### FY 2010-11 September Revisions

#### 1. In-Home Support Services

A Staff Nurse position has been deleted and one Social Worker position has been added to align staffing mix to workload demands in In-Home Support Services. There is no impact to existing staff as the Staff Nurse position has been underfilled with a Social Worker for the past six months. State realignment revenue has been reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(141,567)	0	0	(141,567)	(1)
(18,756)	122,811	0	0	141,567	1

### FY 2011-12 September Revisions

No change.

## Mental Health Adult Services (6140P) General Fund

### FY 2010-11 September Revisions

#### 1. Medi-Cal Federal Financial Participation

A vacant Supervising Mental Health Clinician position has been deleted and a Mental Health Program Specialist position has been added to align staffing mix with workload demands in Adult Mental Health Services. Medi-Cal Federal Financial Participation program revenue has been reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(138,339)	0	0	(138,339)	(1)
(15,600)	122,739	0	0	138,339	1

#### 2. New Esperanza Clinic for Developmentally Disabled Adults

The San Mateo Medical Center's Ron Robinson Senior Care Center is opening the Esperanza Clinic to provide medical services to developmentally disabled adults. As part of this service expansion, Behavioral Health and Recovery Services will provide partial funding for an Adult Psychiatrist position for the clinic. Medi-Cal Federal Financial Participation program revenue will offset the BHRS portion of the position cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
99,410	99,410	0	0	0	0

### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
83,810	83,810	0	0	0	0

### FY 2011-12 September Revisions

No change.

**Public Health (6220P)**  
**General Fund****FY 2010-11 September Revisions****1. Bio-Terrorism Prevention Grant Adjustment**

State and federal public health bio-terrorism funding allocations have been adjusted pursuant to FY 2010-11 federal program spending guidelines. The adjustment includes additional reimbursements for Strategic National Stockpile supplies, Extra Help costs associated with seasonal flu prevention and intervention activities, emergency preparedness training and printing public information materials.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
224,668	224,668	0	0	0	0

**FY 2011-12 September Revisions**

No change.



**Environmental Health Services (5900P)  
General Fund****FY 2010-11 September Revisions****1. Center for Disease Control Grant to Prevent Campylobacter**

Environmental Health has been awarded a five-year grant from the Center for Disease Control to implement a prevention and intervention strategy to lower the incidence of Campylobacter, the most common cause of acute bacterial infection in the United States. An Environmental Health Specialist position has been added to implement and support the program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
149,078	149,078	0	0	0	1

**FY 2011-12 September Revisions**

No change.

## Emergency Medical Services GF (5600P) General Fund

### FY 2010-11 September Revisions

#### 1. SMART Program Extension

The San Mateo County Mental Assessment Referral Team (SMART) Program has been extended for ten months, through April 2011. The current agreement with American Medical Response (AMR) who provides the transportation services for the program is extended. Aging and Adult Services and Behavioral Health and Recovery Services will reimburse Emergency Medical Services for the cost of the program extension.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	311,200	(311,200)	0	0	0

### FY 2011-12 September Revisions

No change.

**Family Health Services (6240B)**  
**General Fund****FY 2010-11 September Revisions****1. Women, Infants and Children Breastfeeding Liaison Pilot**

Family Health Services has been awarded two-year funding from State Women, Infants and Children (WIC) to administer a regional breastfeeding liaison pilot program. Contract services and Extra Help appropriations have been added to support the pilot program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
170,784	170,784	0	0	0	0

**FY 2011-12 September Revisions**

No change.

## Correctional Health Services (6300B) General Fund

### FY 2010-11 September Revisions

#### 1. Inmate Welfare Fund Reduction

As a result of revenue declines from the Inmate Welfare Fund (IWF) allocations, Correctional Health Services has reduced its IWF program budget by 25%. The reductions impact the Choices Program and Correctional Mental Health Services and include eliminating mental health services in the adult correctional facilities between the hours of 12 am to 2 am Fridays and Saturdays, and between 10 pm and 2 am Sundays through Thursdays; and eliminating contracted services for a domestic violence education program. This program will be provided in the future by Correctional Health staff. Additionally, one vacant Psychologist position has been deleted and one Marriage and Family Therapist position has been added to align staffing mix to future workload needs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(114,827)	(114,827)	0	0	0	(1)
95,607	95,607	0	0	0	1
(94,262)	(94,262)	0	0	0	0

### FY 2011-12 September Revisions

No change.

## **Administrative and Quality Management Services (6601P)**

### **Medical Center Enterprise Fund**

#### **FY 2010-11 September Revisions**

##### **1. Adjustments to Revenues and Appropriations**

Revenues from participation in the Medi-Cal Disproportionate Share Hospital program have been updated to reflect State projections. Adjustments in other revenues and accounts have been made to meet current level services, including moving County facility charges from a centralized account in the Medical Center to Administrative and Quality Management Services to reflect this program's allocation of facility rent and maintenance costs. The Net County Cost increase in Administrative and Quality Management is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
969,652	1,236,606	0	0	266,954	0

#### **FY 2011-12 September Revisions**

No change.

**Patient Care Services (6610P)**  
**Medical Center Enterprise Fund****FY 2010-11 September Revisions****1. Accounting and Cost Tracking Improvements**

County facility charges have been moved from a centralized account in the Medical Center to Patient Care Services to reflect this program's allocation of facility rent and maintenance costs. Additional adjustments in expenditures have also been included. The Net County Cost in this program is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	818,300	0	0	818,300	0

**FY 2011-12 September Revisions**

No change.

## Psychiatry Services (6620P) Medical Center Enterprise Fund

### FY 2010-11 September Revisions

#### 1. Accounting and Cost Tracking Improvements

County facility charges have been moved from a centralized account in the Medical Center to Psychiatry Care Services to reflect this program's allocation of facility rent and maintenance costs. Additional adjustments in expenditures have also been included. The Net County Cost in this program is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	371,875	0	0	371,875	0

#### 2. Psychiatric Unit Patient Ratio Standards

Adjustments to staffing in the Psychiatric Unit have been made. One vacant Licensed Vocational Nurse has been eliminated and a one half time Psychologist position and one full-time Supervising Psychologist have been added. Extra Help has been increased for Relief Nurse staffing to meet minimum nurse to patient ratio standards. The Net County Cost in this program is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(75,888)	0	0	(75,888)	(1)
0	431,374	0	0	431,374	2

### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	727,361	0	0	727,361	1

### FY 2011-12 September Revisions

No change.

## Ancillary and Support Services (6640P) Medical Center Enterprise Fund

### FY 2010-11 September Revisions

#### 1. Accounting and Cost Tracking Improvements

County facility charges for space utilized by other programs in the Medical Center have been removed from Ancillary and Support Services and rebudgeted in those programs in the Medical Center. These adjustments reflect appropriate allocations of facility rent and maintenance costs. Additional adjustments have also been included. The Net County Cost decrease in this program is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(3,226,176)	0	0	(3,226,176)	0

#### 2. Public Health Redesign Impact on Laboratory

As result of the Public Health Redesign, laboratory tests will be performed by the Medical Center's Laboratory Department. Appropriations previously budgeted in Ambulatory Services (6850P) for laboratory services have been moved and increased. Offsetting revenue has been included in revenue adjustments budgeted in Administrative and Quality Management. The Net County Cost increase in this program is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	720,000	0	0	720,000	0

### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(2,506,176)	0	0	(2,506,176)	0

### FY 2011-12 September Revisions

No change.



## Long-Term Care Services (6680P) Medical Center Enterprise Fund

### FY 2010-11 September Revisions

#### 1. Accounting and Cost Tracking Improvements

County facility charges have been moved from a centralized account in the Medical Center to Long-Term Care Services to reflect this program's allocation of facility rent and maintenance costs. Additional adjustments in expenditures have also been included. The Net County Cost in this program is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	290,387	0	0	290,387	0

#### 2. Position Transfer to OB-GYN Clinic in Ambulatory Services Program

One Medical Services Assistant II has been transferred from Long-Term Care Services to Ambulatory Services to support expansion of the Comprehensive Pre-Natal Services Program in the OB-GYN Clinic. This position transfer is a component of hours-of-care reductions made in the May Recommended Budget to reduce costs in Long-Term Care Services. The Net County Cost decrease is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(80,991)	0	0	(80,991)	(1)

### TOTAL FY 2011-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	209,396	0	0	209,396	(1)

### FY 2011-12 September Revisions

No change.

## Ambulatory Services (6850P) Medical Center Enterprise Fund

### FY 2010-11 September Revisions

#### 1. Clinic Subleases and Accounting and Cost Tracking Improvements

Adjustments have been made to reflect current program activities. Revenue adjustments include loss of funding from subleases in two clinics. Expenditure adjustments include County facility charges moved from a centralized account in the Medical Center to Ambulatory Services to reflect this program's allocation of facility rent and maintenance costs. Additional adjustments have also been included. The Net County Cost in this program is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(260,918)	366,835	0	0	627,753	0

#### 2. Public Health Redesign Impact on Laboratory

As a result of the Public Health Redesign, laboratory tests will be performed by the Medical Center's Laboratory Department. Contract laboratory expenditures have been moved to Ancillary and Support Services. Revenue offsetting these expenditures are budgeted in Administrative and Quality Management Program. The Net County Cost decrease is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(231,200)	0	0	(231,200)	0

#### 3. Willow Clinic Position Consolidation

One vacant part-time Medical Services Assistant II position has been eliminated and one filled part-time Medical Services Assistant II position has been increased to full-time to better support workload requirements in the Willow Clinic. The Net County Cost in this program is offset by adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(54,264)	0	0	(54,264)	(2)
0	60,885	0	0	60,885	1

#### 4. Position Transfer from Long-Term Care Services to OB-GYN Clinic

One Medical Services Assistant II has been transferred from Long-Term Care Services to support the expansion of the Comprehensive Pre-Natal Services Program in the OB-GYN Clinic. The Net County Cost in this program is offset by net adjustments in other programs in the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	80,991	0	0	80,991	1

#### 5. Esperanza Clinic for Developmentally Disabled

A new clinic is being opened at the Ron Robinson Senior Care Center to provide medical services to developmentally disabled adults. To support the new services, five positions and program operating costs have been added. The new positions include one Staff Physician, one part-time Nurse Practitioner, one Licensed Vocational Nurse, one Patient Services Assistant II and one Adult Psychiatrist. Medical fees will

offset costs. A reimbursement from Behavioral Health and Recovery Services will partially offset a portion of the cost of the Adult Psychiatrist position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
705,140	705,140	0	0	0	5

#### 6. Clinics Staffing Mix Adjustments

One vacant part-time Staff Physician position has been deleted and one Supervising Physician has been added in the Methadone Clinic. One vacant part-time Clinical Nurse position has been increased to full-time in the Daly City Clinic. Extra Help hours have been increased for Extra Help Physicians providing HIV and Tuberculosis care services. Overtime has been reduced in the Willow and Fair Oaks clinics to help offset costs. These staffing changes will better support service delivery in these clinics.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(219,575)	0	0	(219,575)	(1)
0	219,575	0	0	219,575	1

#### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
444,222	928,387	0	0	484,165	5

#### FY 2011-12 September Revisions

No change.

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**Medical Center Capital Purchases (6750B)**  
**Medical Center Enterprise Fund****FY 2010-11 September Revisions****1. Electronic Dental Record System Grant**

A grant has been awarded to the Medical Center by Delta Dental. The grant will be used to purchase software for a dental records system module in the Medical Center's electronic medical records system, eClinical Works. The new software will allow for better communication between physicians, improve efficiencies in treatment, and shorten the cycle time in which compensation for services is received.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,000	10,000	0	0	0	0

**FY 2011-12 September Revisions**

No change.

## Contributions to Medical Center (5850B) General Fund

### FY 2010-11 September Revisions

#### 1. Medi-Cal Disproportionate Share Hospital Program

Projected payments to participate in the Medi-Cal Disproportionate Share Hospital program have been revised to draw down additional Medi-Cal dollars. Adjustments in appropriations have been made to increase intergovernmental transfer payments to the State with a corresponding decrease in transfers to the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	190,272	0	0	190,272	0
0	(190,272)	0	0	(190,272)	0

### FY 2011-12 September Revisions

No change.

**Forensic Laboratory (3017P)  
General Fund****FY 2010-11 September Revisions****1. Forensic Biology Unit**

One full-time Criminalist position has been deleted and two half-time Criminalist positions have been added. This will allow the Laboratory to offer a flexible schedule to employees within the Forensic Biology Unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(196,659)	0	0	(196,659)	(1)
0	196,659	0	0	196,659	2

**FY 2011-12 September Revisions**

No change.

## Patrol Bureau (3051P) General Fund

### FY 2010-11 September Revisions

#### 1. National Police Activities League Grants

In July 2010, the Sheriff's Office received two American Recovery and Reinvestment Act (ARRA) grants to the Sheriff's Activity League (SAL) from the National Association of Police Activities League. These grants will support community-based youth mentoring programs in Pescadero and North Coastsides areas and will service between 40-50 youth. In addition, SAL received two non-ARRA grants for non-school hour youth leadership activities to reach at-risk youth ages 11-18. The grants will serve between 40-50 youth in north and central county.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
65,340	65,340	0	0	0	0

#### 2. Sequoia Healthcare District Grant

In May 2009, the Sequoia Healthcare District Board of Directors awarded a grant to the San Mateo County Sheriff's Activities League (SAL) to develop the Academicos Futbol Club, a soccer academy for youth in North Fair Oaks. The Sequoia Healthcare District Board awarded a second grant to continue the academy. The grant will serve an estimated 100 students and cover the costs of uniforms, sporting equipment, and other supplies for the Club.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
25,000	25,000	0	0	0	0

#### 3. San Francisco Foundation Grant

In July 2010, the San Francisco Foundation awarded a grant to the San Mateo County Sheriff's Office Community Alliance to Revitalize Our Neighborhood (CARON) Program. The grant will provide community leadership training to recognized leaders in North Fair Oaks community.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,000	15,000	0	0	0	0

### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
105,340	105,340	0	0	0	0

### FY 2011-12 September Revisions

#### 4. Elimination of One-Time Grants

One-time grants from the National Police Activities League, the Sequoia Healthcare District, and the San Francisco Foundation have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(105,340)	(105,340)	0	0	0	0

## Office of Emergency Services (3055P) General Fund

### FY 2010-11 September Revisions

#### 1. FY 2009 Bay Area Urban Area Security Initiative (UASI) Grant

The UASI is a federal Department of Homeland Security grant that provides resources for the unique equipment, training, planning, and exercise needs of 35 selected national high threat urban areas. The Bay Area UASI is one of 35 national urban areas and one of six identified in California. As with the FY 2008 UASI concept, the FY 2009 UASI is intended to build enhanced regional capabilities across a larger geographical area. Funding from the FY 2009 UASI grant will be used to link data from the west bay to the east bay, purchase equipment for the P25/RF interoperable communications project, and upgrade the Talon bomb robot with hazardous materials detection equipment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,238,022	1,238,022	0	0	0	0

#### 2. California Fish and Game Grant

In July 2009, the Board of Supervisors authorized the Sheriff's Office to execute an agreement with the California Department of Fish and Game for the purchase of an oil spill response equipment trailer for use in responding to oil and other water contaminants within the San Francisco Bay area. In August 2010, the Sheriff's Office received a second state grant to update and expand the county's oil spill contingency plan and to participate in the statewide oil spill drill.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
14,922	14,922	0	0	0	0

### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,252,944	1,252,944	0	0	0	0

### FY 2011-12 September Revisions

#### 3. Elimination of One-time Grants

One-time grants from the Department of Homeland Security and the California Department of Fish and Game have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,252,944)	(1,252,944)	0	0	0	0



## Administrative Services (3211P) General Fund

### FY 2010-11 September Revisions

#### 1. IT Desktop Support

As part of the Departments IT infrastructure changes, an increase in ISD desktop support and relationship manager services has been added. This increase in service charges is fully offset by salary and benefit savings with the transfer of three Information Technology Analyst positions to ISD beginning October 2010. The Department will achieve long term savings through this approach.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	336,717	0	0	336,717	0
0	(336,717)	0	0	(336,717)	(3)

#### 2. Department Reorganization

As part of the Departments strategic reorganization and consolidation, the Assistant Chief Probation Officer position will be deleted effective March 2011. The four months of projected salary savings will be used to fund internal process improvements and system enhancements to obtain greater efficiencies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(73,576)	0	0	(73,576)	0
0	73,576	0	0	73,576	0

#### 3. Fiscal Services Unit Enhancement

One vacant Fiscal Office Assistant II position has been deleted and one new Accountant I position has been added. This change will allow for a career path within the unit for fiscal support staff, relief for the Financial Services Manager and Accountant II from the day to day transactions within the unit, and provide for an increased level of fiscal support for the Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(61,488)	0	0	(61,488)	(1)
0	61,488	0	0	61,488	1

#### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	(3)

### FY 2011-12 September Revisions

No change.

## Economic Self Sufficiency (7200B) General Fund

### FY 2010-11 September Revisions

#### 1. Math and Science Project - Teacher Training Component

The Math and Science Project promotes student academic achievement and excellence in math and science to ensure that San Mateo County youth are able to be future innovators in the County and in the Bay Area especially in the areas of biotechnology, bioscience, health care, and other technology. There are two components to the project, a teacher/student activities component and a teacher training component. In collaboration with the San Mateo County Office of Education, the Human Services Agency's Education Liaison in Workforce Development coordinates and oversees both project components. The teacher/student component was transferred to the Human Services Agency in FY 2009-10. The teacher training component has been transferred from the FY 2010-11 Memberships and Contributions budget to the Human Services Agency budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	14,000	0	0	14,000	0

### FY 2011-12 September Revisions

No change.

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**Department of Child Support Services (2600B)**  
**General Fund****FY 2010-11 September Revisions****1. Electronic Data Processing Services**

The California Department of Child Support Services is increasing its allocation to San Mateo County to support electronic data processing services. The increased allocation results in reduced participation in the Federal Financial Participation Program. The Department will decrease its local match dollars, which will lower the draw down of federal match dollars.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
19,128	0	19,128	0	0	0

**FY 2011-12 September Revisions**

No change.

## Development Review Services (3840P) General Fund

### FY 2010-11 September Revisions

#### 1. Deferred Contract Revenues

This adjustment reappropriates deferred revenue received in FY 2009-10 from applicants and developers for continuing project-related contracts, including environmental impact reviews.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
307,444	307,444	0	0	0	0

### FY 2011-12 September Revisions

#### 2. Elimination of One-Time Contract Revenue

One-time deferred contract revenues from applicants and developers and corresponding expenditures have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(307,444)	(307,444)	0	0	0	0

## County Library (3700B) General Fund

### FY 2010-11 September Revisions

#### 1. Final Budget Adjustments

Represents modest adjustments to Library revenues and expenditures, including donation supported activities and book purchases, and adjusts cost-applied charges from the Administrative Division to Library branches.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,561)	423,678	(425,239)	0	0	0

### FY 2011-12 September Revisions

#### 2. Final Budget Adjustments

One-time items, including donations and related expenditures, as well as cost-applied charges from the Administrative Division to the Library branches, have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(17,336)	(421,961)	404,625	0	0	0

## Administrative Services (4510P) General Fund

### FY 2010-11 September Revisions

#### 1. Reclassification of Funding for Accounting Purposes

This adjustment reclassifies revenue received from operating Departments for accounting purposes only. There is no Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(262,000)	0	0	0	0	0
262,000	0	0	0	0	0

### FY 2011-12 September Revisions

No change.

## Facilities Services (4730P) General Fund

### FY 2010-11 September Revisions

#### 1. Daly City Clinic Maintenance

On June 1, 2010, the Department of Public Works assumed maintenance responsibilities for the Daly City Clinic. The responsibilities associated with assuming the Clinic include mechanical, electrical and plumbing maintenance, elevator maintenance, fire and life safety systems maintenance, emergency response, utility services, grounds maintenance, and light craft work. The increase in responsibilities required the addition of one new Stationary Engineer II position, tools, and construction materials to properly maintain the Clinic. The Board of Supervisors approved the additional position on June 29, 2010 and this funding adjustment adds appropriation to the budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
543,000	543,000	0	0	0	1

### FY 2011-12 September Revisions

No changes.

## Road Construction and Operations (4520P) Special Revenue Funds

### FY 2010-11 September Revisions

#### 1. Crystal Springs Dam Bridge Demolition

The existing bridge over the Crystal Springs Dam on Skyline Boulevard will be demolished. The bridge, which is structurally deficient to withstand a maximum credible earthquake, has reached the end of its useful life and must be replaced. The bridge will be removed and San Francisco Public Utilities Commission (PUC) will proceed with dam modifications to increase the capacity of the reservoir. Grant funding from the State of California will be used for the Crystal Springs Dam Bridge Demolition.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,131,941	3,131,941	0	0	0	0

### FY 2011-12 September Revisions

#### 2. Elimination of Crystal Springs Dam Bridge Demolition

One-time grant funding from the State for the Crystal Springs Dam Demolition project has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,131,194)	(3,131,194)	0	0	0	0



## Construction Services (4740P)

### Construction Services Fund

#### FY 2010-11 September Revisions

##### 1. Maintenance of County-Owned Facilities

The Facilities Division will transfer funds to Construction Services to partially offset one-time costs related to maintenance of County-Owned facilities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
238,705	238,705	0	0	0	0

#### FY 2011-12 September Revisions

##### 2. Maintenance of County-Owned Facilities

One-time costs and funding to maintain County-Owned facilities has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(238,705)	(238,705)	0	0	0	0

**Vehicle and Equipment Services (4760P)**  
**ALL FUNDS****FY 2010-11 September Revisions**

No change.

**FY 2011-12 September Revisions****1. Vehicle and Equipment Purchases**

Vehicle and equipment purchases were over-appropriated in the FY 2011-12 Recommended Budget. Excess appropriation has been eliminated and Reserves have been increased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,715,650)	0	1,715,650	0	0

## Utilities (4840B)

### ALL FUNDS

#### FY 2010-11 September Revisions

##### 1. Eleanor Drive Sanitary Sewer Rehabilitation Project

Capital Reserves will be used for the Eleanor Drive Sanitary Sewer Rehabilitation Project to build 11,500 linear feet of sanitary sewer mains in the Fair Oaks Sewer Maintenance District.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,575,000	0	(1,575,000)	0	0

##### 2. Crystal Springs / El Cerrito Trunk Line Project

On July 27, 2010, the Board of Supervisors adopted a rate increase for the Crystal Springs County Sanitation District (CSCSD). A portion of the increased revenue was allocated to fund the CSCSD's share of costs to the Town of Hillsborough and the City of San Mateo for the environmental study and design costs associated with improvements to the Crystal Springs / El Cerrito Trunk sewer transmission lines.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
302,283	518,000	0	(215,717)	0	0

#### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
302,283	1,877,283	0	(1,575,000)	0	0

#### FY 2011-12 September Revisions

No change.

## Capital Projects (8500D) General Fund

### FY 2010-11 September Revisions

#### 1. Completed and Reappropriated Capital Projects

Appropriation and funding has been reduced for completed projects and eliminated for canceled projects. Savings have been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,093,934)	(6,570,015)	0	1,476,081	0	0

### FY 2011-12 September Revisions

#### 2. Project Reappropriations

Projects that will not be completed in FY 2010-11 have been reappropriated. Reimbursement revenues and project Reserves will be used to partially offset costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,071,329	5,770,196	0	(698,867)	0	0

**Capital Projects Summary FY 2010-11**

Project Description	Reapprop	New Approp	Total Approp
<b>CRIMINAL JUSTICE PROJECTS</b>			
Communications Dispatch Center Replace HVAC	57,564		57,564
Countywide Radio Upgrade	85,588		85,588
Coyote Point Replace Indoor 50-foot Firing Range	42,340		42,340
Crime Lab Retro Comm Building Energy Efficiency	4,189		4,189
Day Top Drug Treatment Center Replace D-Pane Windows	5,257		5,257
Facility Condition Information System Criminal Justice Project		203,712	203,712
Glenwood Camp Improvement Project		328,000	328,000
Hall of Justice Fire Alarm Panel	21,374		21,374
Hall of Justice / Maguire Correctional Facility COB HVAC Consultant	9,351		9,351
Jail Architect Preliminary Work	51		51
Maguire Correctional Facility 4 West Reconfigure Interlock System		10,315	10,315
MCF Co-Generation Project	100,933		100,933
MCF Additional Cameras and Equipment Upgrades	36,100		36,100
MCF Evaluate Building-wide Power Surge	0		0
MCF JMS Need Assessment New Information System	275		275
MCF Replace Fire Alarm Panel	266,690		266,690
MCF Replace Roof Elevator in 4th Floor Mechanical Room	84,116		84,116
MCF Replace Water Boiler and Storage Tanks	303,539		303,539
MCF Kitchen Hood Fire Suppression Upgrade	13,940		13,940
MSF Sheriff's Office Expenditures	116,041		116,041
New Women's Jail Request for Proposals for Master Architect	1,981		1,981
North Coast Substation Generator Installation	0		0
Northern and Central Courts Seismic	44,799		44,799
San Mateo Medical Center Morgue Renovation		460,000	460,000
Work Furlough Building Replace Roof Top HVAC	23,883		23,883
Youth Services Center Central Plant Fire Sprinkler	0		0
Youth Services Center Co-Generator Maintenance	65,208		65,208
Youth Services Center Security Control System	0		0
<b>Subtotal Criminal Justice Projects - County General Fund</b>	<b>1,283,219</b>	<b>1,002,027</b>	<b>2,285,246</b>
Northern Courts Install Backflow Devices	0		0

Project Description	Reapprop	New Approp	Total Approp
Northern and Central Courts Seismic	2,669,905		2,669,905
<b>Subtotal Criminal Justice Projects - CTCF</b>	<b>2,669,905</b>	<b>0</b>	<b>2,669,905</b>
Berm Modifications	100,137		100,137
Hillcrest Deconstruction	137,136	250,000	387,136
Youth Services Center / Justice Center Plan	58,930		58,930
Youth Services Center Group Home	381,278		381,278
<b>Subtotal Criminal Justice Projects - Bond Proceeds</b>	<b>677,481</b>	<b>250,000</b>	<b>927,481</b>
Maguire Correctional Facility Co-Generation Project	0	0	0
<b>Subtotal Criminal Justice Projects - Loan Proceeds</b>	<b>0</b>	<b>0</b>	<b>0</b>
Camp Glenwood Improvement Project	419,542		419,542
MCF Additional Cameras and Equipment Upgrades	0		0
MCF Generator Add Circuits to E-Power	0		0
MCF Replace Life Safety Air Tanks	137,417		137,417
Medium Security Facility Load Bank	0		0
Retherm Unit at Glenwood	53,351		53,351
South San Francisco Probation Ventilation and Cooling	48,817		48,817
<b>Subtotal Criminal Justice Projects - Facility Surcharge</b>	<b>659,127</b>	<b>0</b>	<b>659,127</b>
<b>TOTAL CRIMINAL JUSTICE PROJECTS</b>	<b>5,289,732</b>	<b>1,252,027</b>	<b>6,541,759</b>
<b>HEALTH PROJECTS</b>			
Facility Condition Information System San Mateo Medical Center	0	755,320	755,320
Nurse Call Bench	0	10,000	10,000
San Mateo Medical Center Admin Building Seismic Retrofit	0	150,000	150,000
SMMC Clinic Building Window Resealing	0	420,000	420,000
SMMC High Pressure Steam Boiler Replacement	0	385,000	385,000
<b>Subtotal Medical Center Projects - County General Fund</b>	<b>0</b>	<b>1,720,320</b>	<b>1,720,320</b>
Burlingame Long Term Care Evaluate Installed HVAC System	8,602		8,602
Burlingame Long Term Care Window Repairs	159,001		159,001
Cordilleras Creek Restoration	0		0
Facility Condition Information System Health System Projects	0	386,231	386,231
Health System Building Steam and Heating Hot Water	44,059		44,059
Health System Replace HVAC Controls and Reheat Coils	49,817		49,817

Project Description	Reapprop	New Approp	Total Approp
SMMC Building 54 Upgrade Sprinkler System	0		0
SMMC Co-Generation Project	97,508		97,508
SMMC Morgue Renovation	214,777		214,777
SMMC Re-roofing Administration	62,232		62,232
SMMC Sealing Fire Penetrations	8,856		8,856
<b>Subtotal Health Services Projects - County General Fund</b>	<b>644,852</b>	<b>386,231</b>	<b>1,031,083</b>
Daly City Mike Nevin Center Space Value Max	203,391		203,391
<b>Subtotal Health Services Projects - Department General Fund</b>	<b>203,391</b>	<b>0</b>	<b>203,391</b>
SMMC CAD Schematics Drawings	25,028		25,028
SMMC Heating Hot Water Extension	77,349		77,349
SMMC High Pressure Steam Boiler Replacement	86,286		86,286
SMMC Nursing Wing Access to Roof Fan	0		0
SMMC Replace Lobby Linoleum Flooring	71,377		71,377
SMMC Yamas and Johnson Controls Integration	0		0
<b>Subtotal Health Services Projects - Facility Surcharge</b>	<b>260,040</b>	<b>0</b>	<b>260,040</b>
Burlingame Long Term Care Improvement and Upgrade	0		0
BLTC Facility Smoking Hut for Patients	8,311		8,311
Cardboard Box Bailer	0		0
Coastside Medical Facility Remodel	1,976,445		1,976,445
Replace Loading Dock Doors	0		0
SMMC Building 54 Fire Separation	0		0
SMMC CT Scanner Replacement	0		0
SMMC and BLTC Cook Chill System	0		0
SMMC Emergency Room Triage Remodel	60,587		60,587
SMMC Ron Robinson Senior Care Center	374,200		374,200
SMMC Scope Washer Installation	0		0
<b>Subtotal Health Services Projects - Other</b>	<b>2,419,543</b>	<b>0</b>	<b>2,419,543</b>
<b>HEALTH PROJECTS TOTAL</b>	<b>3,527,826</b>	<b>2,106,551</b>	<b>5,634,377</b>
<b>PARKS AND MARINA PROJECTS</b>			
ADA Compliance Marina Restroom	70,000		70,000
Dock 29 Plans and Specifications	214,000		214,000

Project Description	Reapprop	New Approp	Total Approp
Subtotal Parks and Marina Projects-Coyote Point	284,000	0	284,000
ADA-Eucalyptus Park Accessible Path Way	25,650		25,650
Crystal Springs Trail South of Dam to Highway 35	565,943		565,943
Edgewood Park Interpretive Center	968,793		968,793
Mirada Surf Coastal Trail	127,194		127,194
San Bruno Mountain Sewer Line Installation	168,692		168,692
San Vicente Bridge and Coastal Trail Work	0		0
Seal Cove Stairway	339		339
Sequoia Flat Stream Barrier Removal	0		0
Wash Down Racks	194,167		194,167
<b>Subtotal Parks and Marina Projects- Park Acquisition</b>	<b>2,050,778</b>	<b>0</b>	<b>2,050,778</b>
<b>TOTAL PARKS AND MARINA PROJECTS</b>	<b>2,334,778</b>	<b>0</b>	<b>2,334,778</b>
<b>OTHER COUNTY PROJECTS</b>			
ADA Compliance Capital Projects Development	12,451		12,451
ADA Compliance Eucalyptus Park Accessible Path Way	77,108		77,108
ADA Compliance Consultant	4,000		4,000
ADA Compliance Agricultural Building	22,607		22,607
ADA Compliance at Women and Infant Care Program	20,000		20,000
ADA Compliance Countywide	233,000		233,000
ADA Compliance Human Services Agency Building A Belmont	30,103		30,103
ADA Compliance Update Transition Plan for Parks	24,970		24,970
Burlingame Long Term Care Patient Cabinet Replacement	0		0
Capital Projects Development Time	6,142	100,000	106,142
County Government Center Parking Garage Install Solar Panels	977,946		977,946
CGC Garage Lighting Retrofits	39,800		39,800
CGC and HOJ Fire Alarm Panel Upgrade	6,303		6,303
CGC Parking Structure Fire Pump/Generator	37,178		37,178
Child Care Center Roofing Replacement	43,338		43,338
Children's Receiving Home Paint Exterior and Interior	0		0
County Office Building Partial Roof Replacement	102,153		102,153
COB1 Elevator One and Two	75,638		75,638



Project Description	Reapprop	New Approp	Total Approp
COB1 Replace Penthouse Re-Circulation Pump	0		0
COB1 Replace Multi Zone AHU's	0		0
COB1 Replace Circulation Pump and Exhaust Fan	12,110		12,110
COB1 Upgrade HVAC Control System	885,135		885,135
COB2 Re-seal Windows and Wall Panels	26,005		26,005
Cohn Sorenson Library	0	101,302	101,302
Cordilleras Replace and Rewire Walk-In Freezer	0		0
Cordilleras Install Cooler Control	16,873		16,873
Cordilleras Remove Asbestos Duct	302,175		302,175
Cordilleras Replace Hot Water Boiler	541,790		541,790
Cordilleras Replace Sash Window	9,574		9,574
County Facility Master Plan Phase 2	0	210,000	210,000
County Energy Projects	131,218		131,218
County Facility Master Plan	22,000		22,000
Day Top Treatment Center Clean Duct System	406		406
Energy Efficiency Conservation Block Grant Facility Project 1 Audits	5,226		5,226
Elections Building Seal Asphalt Pavement	921		921
Emergent Special Jobs	160,000	250,000	410,000
East Palo Alto Building Clean and Balance HVAC	113,471		113,471
East Palo Alto Building Correction of Fire Sprinklers	0		0
EPA Building Cleaning and Balance HVAC	71,141		71,141
Facility Condition Information System Criminal Justice Project	0	998,759	998,759
Facility Condition Information System Deferred Maintenance	2,565,552		2,565,552
FCIS Other County Projects	0	1,344,476	1,344,476
Government Center Parking Structure Seal Roadway	49,145		49,145
Health System Aging and Adult Services Building Painting	0		0
Health System Replace Ceiling Tiles	0		0
Hall of Justice Boiler Replacement	744,220		744,220
Hall of Justice Remediate Asbestos Repair Boilers	0		0
Northern Courts/Administrative Office of Courts Install Building Fire Alarm	23,337		23,337
Northern Courts/AOC Main Air Handler Replacement	1,714		1,714

Project Description	Reapprop	New Approp	Total Approp
Northern Courts/AOC Supply Air Damper Replacement	273		273
Motor Pool Replace Built-Up Roofing	0		0
New Jail Project Management Department of Public Works	128,541		128,541
Old Courthouse Repair Roof of Main Building	959		959
Parking Meters	64,011		64,011
Pescadero Creek Park Trestle Bridge Repair	0		0
Probation Department Replace Lead Solder Joints	46,838		46,838
Replace Built-Up Roofing	0		0
Retro Commissioning of Crime Lab	0		0
San Carlos Airport Levees Environmental Review	147,797		147,797
San Mateo Medical Center Building 54 Seismic Retrofit Study	0		0
SMMC Carrier Package Unit Replacement	0		0
SMMC Clean and Repair Radiators	0		0
SMMC Clinic Window Resealing	11,572		11,572
SMMC Install Lighting Control	18,522		18,522
SMMC Lobby Linoleum Flooring	107,000		107,000
SMMC Replace MCU Control Main Entrance Door	0		0
SMMC Replace Vacuum Pump	0		0
SMMC Replace Bulk Oxygen Signals	0		0
Tower Road Parking Lot Repairs	1,847		1,847
Women's Correctional Facility Install Insulation Jackets	0		0
WCF Replace #9 Centrifugal Exhaust Fan	0		0
WCF Replace Fiberglass Pipe Insulation	0		0
WCF Replace Dryer	0		0
Work Furlough Replace Roof	92,833		92,833
Work Furlough and Homeless Shelter Painting	0		0
Work Furlough and Homeless Shelter Carpet Replacement	0		0
Subtotal Other County Projects - County General Fund	8,014,943	3,004,537	11,019,480
County Government Center Parking Garage Install Solar Panels	631,208	0	631,208
<b>Subtotal Other County Projects - Federal</b>	<b>631,208</b>	<b>0</b>	<b>631,208</b>
ADA Compliance Planning and Other Projects	10,224		10,224
Alameda Streetscape Replace Tree	71,169		71,169

Project Description	Reapprop	New Approp	Total Approp
Countywide Energy Projects	35,848		35,848
Countywide Facility Master Plan	117,898		117,898
Maguire Correctional Facility Fire Alarm Replacement	700,000		700,000
New Women's Jail	45,196		45,196
Old Courthouse Replace and Repair Windows	24,021		24,021
Ozone Laundry	4,509		4,509
<b>Subtotal Other County Projects - Facility Surcharge</b>	<b>1,008,865</b>	<b>0</b>	<b>1,008,865</b>
<b>TOTAL OTHER PROJECTS</b>	<b>9,655,016</b>	<b>3,004,537</b>	<b>12,659,553</b>
<b>TOTAL ALL PROJECTS ALL FUNDS</b>	<b>20,807,352</b>	<b>6,363,115</b>	<b>27,170,467</b>

## **Agricultural Commissioner (1260B)**

### **General Fund**

#### **FY 2010-11 September Revisions**

##### **1. Weed Abatement Grant**

Additional funding has been received from the California Department of Food and Agriculture for one-time Weed Abatement Grant.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,734	8,734	0	0	0	0

#### **FY 2011-12 September Revisions**

##### **2. Weed Abatement Grant**

One-time Weed Abatement Grant funding from the California Department of Food and Agriculture has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(8,734)	(8,734)	0	0	0	0

## County Management (1210P) General Fund

### FY 2010-11 September Revisions

#### 1. Memberships and Contributions ABAG Bay Area Hazardous Waste Committee

Membership dues for the Association of Bay Area Governments (ABAG) Bay Area Hazardous Waste Management Facility Allocation Committee have been transferred from the Department of Public Works Solid Waste Fund to the Memberships and Contributions budget as the Solid Waste Fund is no longer able to sustain this cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,404	0	0	10,404	0

#### 2. See-It Shared Vision 2025 Performance Tracking and Community Engagement Tool

Enviance is a new vendor that will provide support for the County's See-It tool, which is a web-based program used to track Shared Vision 2025 community outcomes with opportunities for the public to provide input. Enviance will build enhancements to the program to further support enterprise-wide performance reporting and benchmarking information from both the public and private sectors. County Management Reserves will be used to fully offset the cost of this contract.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	40,000	0	(40,000)	0	0

#### 3. Energy Upgrade, Second Chance Re-Entry, and Other Reimbursement Revenues

Revenues and expenditures have been adjusted to reflect updated projections for the Energy Upgrade and Second Chance Re-Entry Programs. Reimbursements from Non-Departmental Services and Fire Protections Services have been reclassified from revenue to reimbursements through Intrafund Transfers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(105,797)	2,004	(107,801)	0	0	0

### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(105,797)	52,408	(107,801)	(40,000)	10,404	0

### FY 2011-12 September Revisions

No change.

## Intergovernmental and Public Affairs (1214P) General Fund

### FY 2010-11 September Revisions

#### 1. Web/E-Gov Project

The Intergovernmental and Public Affairs (IGPA) unit manages the County's Electronic Government, for the purpose of setting long-term vision for Web content management; conducting audience analysis studies to ensure the County's website provides accessible, valuable and accurate information and assures visitors to the website are provided user-friendly formats, consistent quality and simple messages and navigation; coordinates web policies; advocates for new technologies; and coordinates training for the Web Advisory Group. The position within the Information Services Department was used initially for the planning phase of the project. In FY 2009-10, the incumbent was transferred to an existing vacant Management Analyst position within IGPA to complete the implementation phase and ongoing long-term management of the project. During the May Recommended Budget, this transfer was added to the IGPA budget as a reimbursement from Non-Departmental Services. The reimbursement from Non-Departmental Services has been eliminated and the Net County Cost has been increased to reflect ongoing costs. The Net County Cost increase is fully offset by a reduction in Non-Departmental transfers to the Information Services Department

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	139,491	0	139,491	0

### FY 2011-12 September Revisions

No change.

**Appraisal Services (1310P)**  
**General Fund****FY 2010-11 September Revisions****1. Elimination of Non-Departmental Loan**

Due to better than expected revenues, the County Clerk-Recorder's Division did not need to take a loan from Non-Departmental Services in FY 2009-10. The loan repayment has been eliminated. The increase in Net County Cost will be offset by corresponding adjustments in County Clerk-Recorder Division.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	160,000	160,000	0

**FY 2011-12 September Revisions**

No change.

**County Clerk - Recorder (1340P)**  
**General Fund****FY 2010-11 September Revisions****1. Elimination of Non-Departmental Loan**

Due to better than expected revenues, the County Clerk - Recorder's Division did not need to take a loan from Non-Departmental Services in FY 2009-10. The loan repayment has been eliminated. The decrease in Net County Cost will be offset by corresponding adjustments in the Appraisal Division.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(160,000)	0	0	(160,000)	0

**FY 2011-12 September Revisions**

No change.



**Treasurer (1520P)**  
**General Fund**

**FY 2010-11 September Revisions**

1. Alignment of Budgeted Positions with Salary Ordinance

Currently a Fiscal Office Specialist is occupying a Revenue Collector II position. This change deletes the Revenue Collector II position and adds a Fiscal Office Specialist position to align the Salary Ordinance with the Division's budget. There is no Net County Cost impact.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	90,639	0	0	90,639	1
0	(90,639)	0	0	(90,639)	(1)

**FY 2011-12 September Revisions**

No change.

## Information and Technology Availability (1830P) General Fund

### FY 2010-11 September Revisions

#### 1. Customer Funded Projects

The following projects not completed in FY 2009-10 have been re-appropriated: various projects for the Human Services Agency including the Compass Project and the Harbor Building reconfiguration; Criminal Justice projects such as a cost benefit analysis to determine the value proposition of investing in Criminal Justice Information Services integration, grant match funding for the Community Oriented Policing Services (COPS) project, and the Public Safety Interoperable Communications (PSIC) project. Loans from Non-Departmental Services and Information Services Department (ISD) Reserves will be used to offset costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,896,418	(778,831)	(1,117,587)	0	0

#### 2. Core Information Technology Transfer From the Probation Department

Information technology development and support, including desktop support and application development and support, will be transferred to ISD. The transfer of IT responsibilities includes moving three filled Information Technology Analyst positions from the Probation Department to the ISD. Costs will be fully offset through a reimbursement from the Probation Department. ISD will make some facility improvements to accommodate the three positions and other ISD staff. Costs will be offset through ISD overhead reimbursements. Benefits of this transfer include a projected reduction in IT costs for the Probation Department and increased availability of their IT environment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	336,717	(336,717)	0	0	3
0	17,793	(17,793)	0	0	

#### 3. Geographic Information System Project

A geographic information system (GIS) allows for data to be viewed in the form of maps, reports, and charts so that information can be quickly understood. Reserves will be used to fully offset the cost of the County's GIS infrastructure replacement project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	40,000	0	(40,000)	0	0

### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,290,928	(1,133,341)	(1,157,587)	0	0

### FY 2011-12 September Revisions

#### 4. Core Information Technology Transfer From the Probation Department

Annualized costs have been added for the transfer of three Information Technology Analyst positions added in FY 2010-11. Costs will be fully offset through a reimbursement from the Probation Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	118,170	(118,170)	0	0	0

## Project Management (1840P) General Fund

### FY 2010-11 September Revisions

#### 1. Countywide Project Reappropriations

The following projects not completed in FY 2009-10 have been reappropriations: Automated Time Keeping System (ATKS), Information Business Continuity Plan (IT-BCP), e-mail retention, ID Management and network improvements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,697,527	(1,697,527)	0	0	0

### FY 2011-12 September Revisions

#### 2. Countywide Projects

One-time appropriation for countywide project such as the Automated Time Keeping System (ATKS), Information Business Continuity Plan (IT-BCP), e-mail retention, ID Management and network improvements has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,697,527)	1,697,527	0	0	0

## Retirement (2000B)

### Retirement Trust Fund (Information Only)

#### FY 2010-11 September Revisions

##### 1. Retirement Board Adopted Budget

On May 25, 2010, the Retirement Board adopted an operating budget for FY 2010-11. A realignment of appropriations resulted in additional costs that have been fully offset by revenue from the Retirement Trust Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
935,482	935,482	0	0	0	0

##### 2. Fiscal and Administrative Support Positions

On May 25, 2010, the Retirement Board adopted an operating budget for FY 2010-11. Three new positions, including a Retirement Accounting Technician, an Administrative Assistant, and a Management Analyst have been added to assist with fiscal and administrative support, as well as improve communication with employees, retirees, and the public.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
162,570	162,570	0	0	0	3

#### TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,098,052	1,098,052	0	0	0	3

#### FY 2011-12 September Revisions

##### 3. Elimination of Internal Technological Improvement Costs

One-time internal technological improvement costs have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(450,000)	(450,000)	0	0	0	0

## Non-Departmental Services (8000B) General Fund

### FY 2010-11 September Revisions

#### 1. Collaborative Performance Management System (CPMS) Pilot

One-time funding is needed to support the CPMS Pilot project for select departments that will run through June 2011. These funds will support Learning Management System (LMS) training, coaching pilot participants in planning and goal setting, training supervisors on feedback and coaching skills, and evaluating the effectiveness of the pilot.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	96,000	0	(96,000)	0	0

#### 2. Information Services Department (ISD) Loan

A one-time loan is provided to ISD to cover funding shortfalls that arose during FY 2009-10. The Department will also borrow \$1.1 million from its departmental reserves. Payback to both sources will be made over the next five years. To relieve fiscal pressure on operating departments, the Service Charge Committee has held internal service charge rates flat the past two years. This has contributed to a structural deficit in ISD's budget. The funding shortfall is largely due to ISD's structural deficit compounded by projects that were deferred by user departments, resulting in lower than expected service fees. In the coming year ISD will develop a plan to regain sustainability.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	778,831	0	(778,831)	0	0

#### 3. E-Gov Projects - Community Outreach

The General Fund's contribution to the Information Services Department budget for countywide IT projects is reduced and a corresponding Net County Cost increase is made to the County Manager's Office to support a Management Analyst III position that is dedicated to E-Gov community outreach initiatives. This adjustment is Net County Cost neutral.

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

#### 4. ABAG-Bay Area Waste Management Facility Allocation Committee Membership Fee

A Net County Cost adjustment is provided to Memberships and Contributions to cover the ongoing cost of the County's membership to the ABAG-Bay Area Waste Management Facility Allocation Committee. This fee was previously paid out of the Solid Waste Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	(10,404)	(10,404)	0

#### 5. Increase to Math and Science Project Funding

An ongoing Net County Cost adjustment is made to the Human Services Agency for the Stanford University component of the Math and Science Project to provide ongoing training to high school science teachers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	(14,000)	(14,000)	0

## TOTAL FY 2010-11 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	735,340	0	(899,235)	(163,895)	0

**FY 2011-12 September Revisions****6. Elimination of One-Time Items**

One-time funding for the CPMS Pilot and the ISD loan has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(874,831)	(874,831)	0	0	0	0