

REVISED

SAN MATEO COUNTY BOARD OF SUPERVISORS, NOTICE OF SPECIAL MEETING (GOVERNMENT CODE §§ 54956 & 54956.9a)

Please take notice that the President of the San Mateo County Board of Supervisors, acting pursuant to the authority of Government Code §54956, hereby calls a special meeting of the San Mateo County Board of Supervisors. The special meeting scheduled to take place on Tuesday, February 1, 2011 is rescheduled to **Wednesday, February 2, 2011 at 1:00 p.m.** in Room 101, located on the first floor at 455 County Center, Redwood City, California 94063.

The special meeting is for the purpose of discussing and transacting the following business:

1. ***Call to order***
2. ***Roll Call***
3. ***Budget Workshop***
4. ***Adjournment***

Pursuant to Government Code §54954.3, members of the public, to the extent required by law, will have the opportunity to directly address the Board concerning the above-mentioned business.

This notice is to be delivered to each member of the Board of Supervisors, and to each local newspaper of general circulation and radio or television station requesting notice in writing. The notice shall be delivered personally or by other means, and shall be received at least 24 hours before the time of the meeting as specified in this notice.

Dated: January 28, 2011

Carole Groom
President, Board of Supervisors

Please note: Public meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodations, including auxiliary aids or services to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, meeting notice, agenda packet or other writings that may be distributed at the meeting, should contact the Clerk of the Board of Supervisors at (650) 363-4123. Notification in advance of the meeting will enable the public agency to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it.



COUNTY OF SAN MATEO

County Manager's Office



DATE: January 31, 2011
 SPECIAL BOARD MEETING DATE: February 2, 2011
 SPECIAL NOTICE/HEARING: Yes
 VOTE REQUIRED: Majority

TO: Honorable Board of Supervisors
 FROM: David S. Boesch, County Manager
 SUBJECT: **Budget Workshop - Direction for FY 2011-12 Budget Process**

RECOMMENDATION:

Provide direction on funding levels, process and schedule for the Fiscal Year 2011-12 Budget.

BACKGROUND:

On January 25, your Board held a budget workshop to give direction on preparing next year's budget. The County's deficit is estimated at \$82 million for FY 2012, and will grow to \$106 million by FY 2015 because of minimal revenue growth and significant cost increases in employee retirement and health benefits. These projections do not include assumptions for future state funding reductions, salary increases, jail replacement or other facilities and technology infrastructure needs. Adding assumptions about a 1% annual salary increase beginning in FY 2013 would add \$15 million to the deficit; debt service and ongoing operating costs for a jail would add another \$30 million in FY 2015.

During the workshop, there was consensus on continuing to use Education Revenue Augmentation Fund (ERAF) for reserves and primarily for one-time purposes in FY 2012, and to revisit its use in subsequent years. The Board wanted to know more about the impacts of service reductions being considered by departments throughout the budget development process, so March hearings have been added along with other opportunities to provide information to the Board through standing committees and Board meetings. On funding level targets, the Board requested more information on total budgeted amounts for each department and the portion that is funded through a General Fund allocation (Net County Cost) for which the Board has discretion.

DISCUSSION:

Summary 5-Year Growth in General Fund Allocation (Net County Cost) by Outcome Area

The table below summarizes *Attachment 1* which provides department detail by outcome area. Safe Neighborhoods has increased 71.9% over the last five fiscal years and receives 49% of General Fund allocation (general purpose revenues such as property tax, sales tax, interest earnings).

5-Year Growth in GF Allocation (Net County Cost)	FY 2006	FY 2011	FY 2011 % of Total	5-Year % Change
Safe Neighborhoods	\$110,257,161	\$189,499,154	49%	71.9%
Healthy Residents	71,814,448	100,820,311	26%	40.4%
Collaborative Community	40,322,425	50,974,740	13%	26.4%
Prosperous Community	23,332,549	32,896,169	9%	41.0%
Environmentally Conscious Community	7,302,691	8,123,575	2%	11.2%
Livable Community	1,354,130	1,995,137	<1%	47.3%
TOTALS	\$254,383,404	\$384,309,086	100%	51.1%

Summary 5-Year Growth in Authorized Positions by Outcome Area

The table below summarizes *Attachment 2* which provides department detail by outcome area. While the table above shows General Fund allocation increasing by \$130 million or 51% over the last five years, the total number of positions has been reduced by 62.

5-Year Growth in Position Count	FY 2006	FY 2011	Change	5-Year % Change
Safe Neighborhoods	1,257	1,235	(22)	-1.8%
Healthy Residents	2,252	2,231	(21)	-0.9%
Prosperous Community	942	915	(27)	-2.9%
Collaborative Community	444	467	23	5.2%
Environmentally Conscious Community	414	393	(21)	-5.1%
Livable Community	191	197	6	3.1%
TOTALS – All Funds	5,500	5,438	(62)	-1.1%

FY 2010-11 General Fund Allocation by Outcome Area – with 10% and 15% Reduction Options

The tables below summarize *Attachment 3* which provides department detail by outcome area. These provide your Board with two options to set funding level targets for departments.

General Fund Allocation (Net County Cost)	FY 2011	FY 2011 % of Total	10% Reduction	15% Reduction
Safe Neighborhoods	\$189,499,154	49%	\$18,949,915	\$28,424,873
Healthy Residents	100,820,311	26%	10,082,031	15,123,047
Collaborative Community	50,974,740	13%	5,097,474	7,646,211
Prosperous Community	32,896,169	9%	3,289,617	4,934,425
Environmentally Conscious Community	8,123,575	2%	812,358	1,218,536
Livable Community	1,995,137	<1%	199,514	299,271
TOTALS	\$384,309,086	100%	\$38,430,909	\$57,646,363

FY 2010-11 Total Budgets by Outcome Area – Reductions as % of Budget and Combination

Total Requirements (Total Budget)	FY 2011 Total Budget	FY 2011 % of Total	Reduction Based on % of Budget	Reduction Combination NCC/Budget
Safe Neighborhoods	\$334,997,064	26.6%	\$14,563,954	\$21,494,414
Healthy Residents	320,382,922	25.4%	13,981,145	14,552,096
Collaborative Community	309,908,920	24.6%	12,740,974	10,193,592
Prosperous Community	234,778,995	18.6%	9,732,309	7,333,367
Environmentally Conscious	42,198,246	3.3%	1,154,143	1,186,340
Livable Community	18,078,439	1.4%	525,408	412,339
TOTAL – General Fund	\$1,260,344,586	100%	\$52,697,933	\$55,172,148
Other County Funds	555,849,087			
TOTAL – All Funds	\$1,816,193,673			

The following guidance would be provided to departments on funding levels for FY 2011-12:

Staff continues to recommend proceeding with a process that uses the same starting point for all departments. Departments would be funded at 85% of this year's General Fund allocation. This would eliminate \$55 million or two-thirds of the \$82 million structural deficit. The planned reductions will be prioritized by departments to show funding levels at 90%, 95% and 100%, so the Board will have the information and flexibility to fund programs and results at different levels.

Revised Budget Process and Timeline for FY 2011-12 and Work on Future Process

Based on feedback from your Board and departments on January 25, more opportunities for increased communication and Board involvement throughout the process have been incorporated into the schedule, with the addition of February meetings with Board Committees, at Board meetings, and the addition of March hearings:

Proposed Budget Schedule	Key Dates
County Manager (CMO) provides funding level(s) guidance to departments	February 4
Departments review budget development criteria and stakeholder involvement at Board committees	February
Cover memo with “Fast Facts” (see Health System example-Attachment 4) and one-page program results/budget summaries due to CMO	March 16
Board conducts one week of public hearings to discuss budget proposals	March 28-31
CMO submits FY 2011-12 Recommended Budget to Board of Supervisors	May 6
Board conducts one week of public hearings; adopts budget	May 23-27
Additional Board workshops: Capital Projects, State Budget, other	June – July
Board Finance and Operations Committee works on comprehensive budget process for FY 2012-13 and subsequent years	June – September
Fiscal Year 2011-12 begins	July 1
Board public hearings – State Budget and other budget adjustments	TBD

The budget workshop contributes to the Shared Vision 2025 outcome of a Collaborative Community by giving the Board and departments the opportunity to work together to improve the budget process and help the Board make well-informed decisions to eliminate the County’s budget imbalance.

FISCAL IMPACT:

Direction on funding levels, process and schedule will be used to prepare the FY 2011-12 budget.

ATTACHMENTS

- Attachment 1: 5-Year Growth in General Fund Allocation (Net County Cost) – Department Detail
- Attachment 2: 5-Year Growth in Authorized Positions – Department Detail
- Attachment 3: Funding Level Options – Department Detail
- Attachment 4: Health System “Fast Facts”

**ATTACHMENT 1 - Growth in General Fund Allocation (Net County Cost) - Department Detail
FY 2005-06 to FY 2010-11**

Dept ID	Department	FY 2005-06 Net County Cost	FY 2010-11 Net County Cost	Five-Year \$ Change	Five-Year % Change
1240D	Public Safety Communications	1,124,528	2,801,282	1,676,754	149.1%
2510D	District Attorney/Public Administrator	5,915,911	14,209,968	8,294,057	140.2%
2700D	County Support of the Courts	12,727,835	10,740,131	(1,987,704)	-15.6%
2800D	Private Defender Program	12,194,301	15,560,529	3,366,228	27.6%
3000D	Sheriff's Office	53,062,402	98,805,293	45,742,891	86.2%
1940D	Message Switch	0	0	0	0.0%
3200D	Probation Department	23,256,618	44,341,788	21,085,170	90.7%
3300D	Coroner's Office	1,689,426	1,989,372	299,946	17.8%
3580D	Fire Protection Services	286,140	1,050,791	764,651	267.2%
	Safe Neighborhoods	110,257,161	189,499,154	79,241,993	71.9%
5000D	Health System	36,840,397	54,490,082	17,649,685	47.9%
5850D	Contributions to Medical Center	34,974,051	46,330,229	11,356,178	32.5%
	Healthy Residents	71,814,448	100,820,311	29,005,863	40.4%
1700D	Human Resources Department	3,218,886	3,701,677	482,791	15.0%
2600D	Department of Child Support Services	0	0	0	0.0%
7000D	Human Services Agency	20,113,663	29,194,492	9,080,829	45.1%
	Prosperous Community	23,332,549	32,896,169	9,563,620	41.0%
3570D	Local Agency Formation Commission	63,340	87,827	24,487	38.7%
3700D	Library JPA General Fund Contribution	240,565	157,388	(83,177)	-34.6%
3800D	Planning and Building	1,050,225	1,649,922	599,697	57.1%
7900D	Department of Housing	0	100,000	100,000	100.0%
	Livable Community	1,354,130	1,995,137	641,007	47.3%
1220D	Real Property Services	0	0	0	0.0%
1260D	Agricultural Commissioner/Sealer	783,715	1,397,151	613,436	78.3%
3500D	Environmental Services Administration	374,436	0	(374,436)	-100.0%
3900D	Parks Department	5,661,494	6,171,974	510,480	9.0%
4500D	Department of Public Works	483,046	554,450	71,404	14.8%
	Environmentally Conscious Community	7,302,691	8,123,575	820,884	11.2%
1100D	Board of Supervisors	1,966,980	3,669,530	1,702,550	86.6%
1200D	County Manager/Clerk of the Board	5,208,961	6,332,103	1,123,142	21.6%
1300D	Assessor-County Clerk-Recorder	7,262,607	9,142,412	1,879,805	25.9%
1400D	Controller's Office	3,813,630	6,066,890	2,253,260	59.1%
1500D	Treasurer - Tax Collector	615,830	1,213,376	597,546	97.0%
1600D	County Counsel	1,856,284	3,936,660	2,080,376	112.1%
1800D	Information Services Department	0	0	0	0.0%
1920D	Grand Jury	410,617	547,968	137,351	33.4%
8000D	Non-Departmental Services	19,187,516	20,065,801	878,285	4.6%
	Collaborative Community	40,322,425	50,974,740	10,652,315	26.4%
	Net County Cost - Totals	254,383,404	384,309,086	129,925,682	51.1%

**ATTACHMENT 2 - Authorized Position Growth - Department Detail
FY 2005-06 to FY 2010-11**

Dept ID	Department Name	FY 2005-06 Authorized Positions	FY 2010-11 Authorized Positions	Five-Year Pos Change	Five-Year % Change
1240D	Public Safety Communications	56	54	(2)	-3.6%
2510D	District Attorney/Public Administrator	126	125	(1)	-0.8%
3000D	Sheriff's Office	614	623	9	1.5%
3200D	Probation Department	446	418	(28)	-6.3%
3300D	Coroner's Office	15	15	0	0.0%
	Safe Neighborhoods	1,257	1,235	(22)	-1.8%
5000D	Health System	944	1,014	70	7.4%
6600D	San Mateo Medical Center	1,308	1,217	(91)	-7.0%
	Health Residents	2,252	2,231	(21)	-0.9%
1700D	Human Resources Department	63	55	(8)	-12.7%
2600D	Department of Child Support Services	107	90	(17)	-15.9%
7000D	Human Services Agency	772	770	(2)	-0.3%
	Prosperous Community	942	915	(27)	-2.9%
3570D	Local Agency Formation Commission	1	1	0	0.0%
3700D	County Library	127	130	3	2.4%
3800D	Planning and Building	47	52	5	10.6%
7900D	Department of Housing	16	14	(2)	-12.5%
	Livable Community	191	197	6	3.1%
1220D	Real Property Services	5	4	(1)	-20.0%
1260D	Agricultural Commissioner/Sealer	28	30	2	7.1%
3500D	Environmental Services Administration	3	0	(3)	-100.0%
3900D	Parks Department	55	52	(3)	-5.5%
3980D	Coyote Point Marina	5	5	0	0.0%
4500D	Department of Public Works - GF	168	165	(3)	-1.8%
4500D	Department of Public Works - Other Funds	150	137	(13)	-8.7%
	Environmentally Conscious Community	414	393	(21)	-5.1%
1100D	Board of Supervisors	15	20	5	33.3%
1200D	County Manager/Clerk of the Board	34	38	4	11.8%
1300D	Assessor-County Clerk-Recorder	122	114	(8)	-6.6%
1400D	Controller's Office	41	42	1	2.4%
1500D	Treasurer - Tax Collector	62	63	1	1.6%
1600D	County Counsel	38	38	0	0.0%
1800D	Information Services Department	132	152	20	15.2%
	Collaborative Community	444	467	23	5.2%
	General Fund - Totals	3,910	3,949	39	1.0%
	Other County Funds - Totals	1,590	1,489	(101)	-6.4%
	All County Funds - Totals	5,500	5,438	(62)	-1.1%

**ATTACHMENT 3 - Funding Level Options - Department Detail
Using Gen Fund Allocation (Net County Cost), Total Budget/Requirements, and Blended**

Dept ID	Department Name	Gen Fund Allocation (NCC Net County Cost)	Target Based on 15% NCC	Total Budget/ Requirements	% Total Budget	Target Based on % Total Budget	Target Based on 50% NCC & 50% Tot Budget
1240D	Public Safety Communications	2,801,282	420,192	9,731,622	0.77%	424,677	422,435
2510D	District Attorney/Public Administrator	14,209,968	2,131,495	25,898,211	2.05%	1,130,168	1,630,832
2700D	County Support of the Courts	10,740,131	1,611,020	20,411,313	1.62%	890,726	1,250,873
2800D	Private Defender Program	15,560,529	2,334,079	16,510,529	1.31%	720,501	1,527,290
3000D	Sheriff's Office	98,805,293	14,820,794	177,867,272	14.11%	7,761,925	11,291,359
1940D	Message Switch	0	0	1,258,866	0.10%	0	0
3200D	Probation Department	44,341,788	6,651,268	73,562,258	5.84%	3,210,173	4,930,721
3300D	Coroner's Office	1,989,372	298,406	3,337,572	0.26%	145,648	222,027
3580D	Fire Protection	1,050,791	157,619	6,419,421	0.51%	280,136	218,877
	Safe Neighborhoods	189,499,154	28,424,873	334,997,064	26.58%	14,563,954	21,494,414
5000D	Health System	54,490,082	8,173,512	255,929,109	20.31%	11,168,454	9,670,983
5850D	Contributions to Medical Center	46,330,229	6,949,534	64,453,813	5.11%	2,812,691	4,881,113
	Healthy Residents	100,820,311	15,123,047	320,382,922	25.42%	13,981,145	14,552,096
1700D	Human Resources Department	3,701,677	555,252	9,531,757	0.76%	415,955	485,603
2600D	Department of Child Support Services	0	0	11,759,679	0.93%	0	0
7000D	Human Services Agency	29,194,492	4,379,174	213,487,559	16.94%	9,316,354	6,847,764
	Prosperous Community	32,896,169	4,934,425	234,778,995	18.63%	9,732,309	7,333,367
3570D	Local Agency Formation Commission	87,827	13,174	299,446	0.02%	13,067	13,121
3700D	Library JPA General Fund Contribution	157,388	23,608	157,388	0.01%	6,868	15,238
3800D	Planning and Building	1,649,922	247,488	9,291,538	0.74%	405,472	326,480
7900D	Department of Housing	100,000	15,000	8,330,067	0.66%	100,000	57,500
	Livable Community	1,995,137	299,271	18,078,439	1.43%	525,408	412,339
1220D	Real Property Services	0	0	3,453,043	0.27%	0	0
1260D	Agricultural Commissioner/Sealer	1,397,151	209,573	4,916,489	0.39%	214,550	212,061
3900D	Parks Department	6,171,974	925,796	8,825,692	0.70%	385,143	655,470
4500D	Department of Public Works	554,450	83,168	25,003,022	1.98%	554,450	318,809
	Environmentally Conscious Community	8,123,575	1,218,536	42,198,246	3.35%	1,154,143	1,186,340
1100D	Board of Supervisors	3,669,530	550,430	3,669,530	0.29%	160,134	355,282
1200D	County Manager/Clerk of the Board	6,332,103	949,815	11,002,296	0.87%	480,128	714,972
1300D	Assessor-County Clerk-Recorder	9,142,412	1,371,362	19,897,457	1.58%	868,302	1,119,832
1400D	Controller's Office	6,066,890	910,034	9,021,396	0.72%	393,683	651,858
1500D	Treasurer - Tax Collector	1,213,376	182,006	10,291,795	0.82%	449,122	315,564
1600D	County Counsel	3,936,660	590,499	10,232,016	0.81%	446,514	518,506
1800D	Information Services Department	0	0	17,944,973	1.42%	0	0
1920D	Grand Jury	547,968	82,195	722,432	0.06%	31,526	56,861
8000D	Non-Departmental Services	20,065,801	3,009,870	227,127,025	18.02%	9,911,564	6,460,717
	Collaborative Community	50,974,740	7,646,211	309,908,920	24.59%	12,740,974	10,193,592
	General Fund - Totals	384,309,086	57,646,363	1,260,344,586	100.00%	52,697,933	55,172,148
	Other County Funds - Totals	0	0	555,849,087	100.00%	0	0
	All County Funds - Totals	384,309,086	57,646,363	1,816,193,673	100.00%	52,697,933	55,172,148

ATTACHMENT 4

Fast Facts about the San Mateo County Health System – FY 2010-11

General Facts

- Responsible for public health functions county-wide
- 2,231 – total staff of which 6.6% are management
- Total Budget \$538,355,198 – Total Requirements
- Revenue:
 - 39% Charges for Services / Fees (includes Medi-Cal)
 - 32% State and Federal Funding
 - 19% County Contribution
 - 5% Miscellaneous – grants, foundation funding, etc.
 - 5% From Other County Departments such as Probation, Human Services and the Sheriff's Office and transfers within the Health System
- Expenses:
 - 50% - Salaries and Benefits
 - 18% - Contract expenses for direct services to clients. This includes payments to community-based organizations, alcohol and drug treatment slots, payments to in-home supportive services providers, etc.
 - 9% general services and supplies, insurance, rent, fixed assets, capital budget, etc.
 - 7% for client related services that are not contracted, such as medical/dental supplies, pharmaceuticals, etc.
 - 6% support to and/or services from other County Departments such as HR, ISD, CMO, etc.
 - 5% for contract services for professionals such as physicians, counselors, psychologists, registry relief, etc.
 - 3% Reserves
 - 2% payment on Debt Service for the Medical Center

Operate through seven divisions – In order by budget size:

Division	Budget (Total Requirements)	% of Health System Budget	County Contribution	% of Health System County Contribution
San Mateo Medical Center	\$259,482,593	49%	\$46,330,229	46%
Behavioral Health and Recovery Services	131,697,633	24%	18,964,286	19%
Community Health	51,689,458	10%	5,282,429	5%
Aging and Adult Services	44,706,865	8%	9,591,653	9%
Family Health	26,730,064	5%	8,010,090	8%
Health Policy and Planning	10,371,682	2%	3,890,018	4%
Correctional Health	10,228,869	2%	8,751,606	9%
Administration	2,448,034	0%	\$0	0%
Total	\$538,355,198	100%	\$100,820,311.00	100%

Who we serve and what we do for them

Services to the general public

- Protect from general environmental hazards
 - Restaurant, swimming pool, apartment, hotel inspections
 - Hazardous material regulation and response
 - Water quality inspections
 - Landfill regulation
 - Animal care & control – contracted to Peninsula Humane Society
 - Public Health Lab that does tests for public/private providers for specific diseases that are a threat to public health
- Protect from contagious diseases
 - Sexually Transmitted Disease (STD) clinic and outreach to prevent the spread of STDs
 - TB control and clinic
 - Bioterrorism monitoring and response preparation
 - Immunization campaigns
- Ensure a functioning emergency medical care system
 - Paramedic service – contracted to AMR
 - Regulation of emergency departments of local hospitals
 - Disaster response
- Provide public health information
 - Epidemiology services for monitoring for spread of diseases, especially infectious diseases
 - Predictions of future health trends
 - Birth and death certificates, burial permits, medical marijuana ID cards
- Prevent injury and disease by changing conditions
 - Food system improvement
 - Promoting active transportation such as walking, biking, and public transit
 - Tobacco free project

Services to low-income people in need of medical/mental health care

- Encourage and assist people to begin application process for Medi-Cal and other (non-SMC) insurance programs
- Enroll people with no other options in local coverage programs
 - For adults – ACE
 - For kids – Healthy Kids
- Provide medical and mental health care to people
 - With government-sponsored coverage, including ACE and Healthy Kids
 - To all who come to the SMMC emergency department
 - Medical care – SMMC (and some care at Ravenswood)
 - Mental health care – through BHRS clinics and contracts with community providers
 - Very small amount of dental care through dental clinics
- Work with Health Plan of San Mateo and CHNU to ensure some care is provided through private providers in the community

Services to seriously mentally ill children and adults

- Provide emergency services @ SMMC Psych Emergency Services (PES)
- Provide inpatient services for those who are involuntarily committed as a danger to self or others, and others needing hospitalization
- Provide outpatient services through BHRS specialty clinics and contracted providers
- Divert people, especially those with mental illness/substance abuse, from jail and/or assist them with not recidivating
 - SMART
 - Pathways Court
 - Re-entry programs such as Achieve 180
 - CHOICES program
 - Methadone clinic
- Put people who need on-going care into placements
 - Community programs – contracted to non-profit community providers
 - Full Service Partnerships – contracted to non-profit community providers
 - Board and care placements – contracted to community providers
 - Cordilleras – contracted to Telecare
 - Canyon Oak Youth Center
 - Locked skilled nursing facilities - contracted to providers
 - Locked state mental hospitals – contract with State
- Do outreach and stigma reduction activities

Services to children and adults in correctional facilities

- Provide medical clearance for entry
- Provide basic medical and mental health care
- Provide some addiction treatment
- Provide food

Services to children and family at risk

- Pre to 3 program of public health home visits and multidisciplinary response to perinatal addiction and mental health issues
- Black Infant Health program
- Adolescent Family Life Program
- Connections to preventive pediatric and dental care (CHDP)
- Early identification and response to childhood trauma
- Mental health services to children in foster care, etc
- Mental health services to kids in special education -- moving to be a school responsibility
- Nutritional supports
 - Food supports and education through WIC
 - Breastfeeding promotion

Services to children with disabling conditions

- Authorize and arrange medical care for those conditions
- Provide case management for those conditions
- Provide occupational and physical therapy for those conditions

Services to people with addictions

- Substance abuse treatment – contracts with non-profit community providers
- See mental health and correctional health services above
- Do outreach and stigma reduction activities

Services to older and dependent adults

- Provide services so they can live independently
 - IHSS
 - Meals on Wheels, Adult Day Health, Congregate nutrition – contracts with non-profits in community
 - Case management for some who are at risk of going to nursing home
- Investigate allegations of abuse
- Provide assistance and some oversight to long term care placements – contract with Ombudsman program
- Take over financial, medical, and/or other decision-making for adults who cannot do it for themselves as result of mental illness or mental incapacity
 - Public Guardian
 - LPS conservator
 - Representative payee program
- Interdisciplinary primary care at Ron Robinson Senior Care Center
- Provide skilled nursing care at BLTC

Engage and support community advisory bodies to inform policy decisions

- BOS appointed boards and commissions:
 - Commission on Aging
 - Commission on Disabilities
 - Community Health Reform Advocacy Committee
 - Emergency Medical Services Coordination Committee
 - HIV Community Advisory Board
 - IHSS Public Authority Advisory Board
 - Mental Health and Substance Abuse Recovery Commission
 - SMMC Board
 - Youth Commission
- Other: CHI Oversight Committee (part of HPSM Commission)

Provide health policy analysis and direction

- Provide strategic direction for Health System
- Interact with local, state and federal officials regarding health policy issues