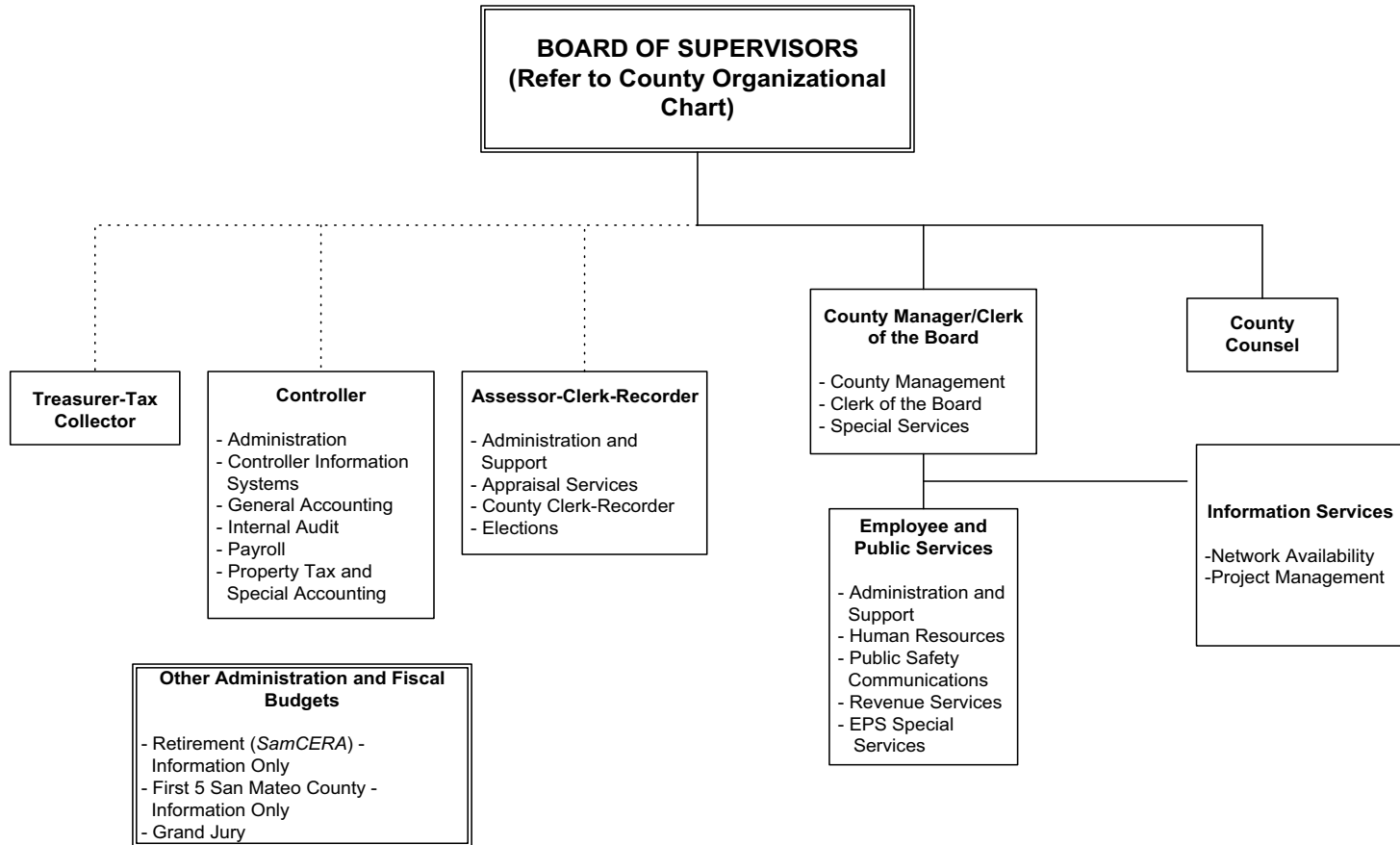


ADMINISTRATION AND FISCAL



**Board of Supervisors (1100D)
General Fund**

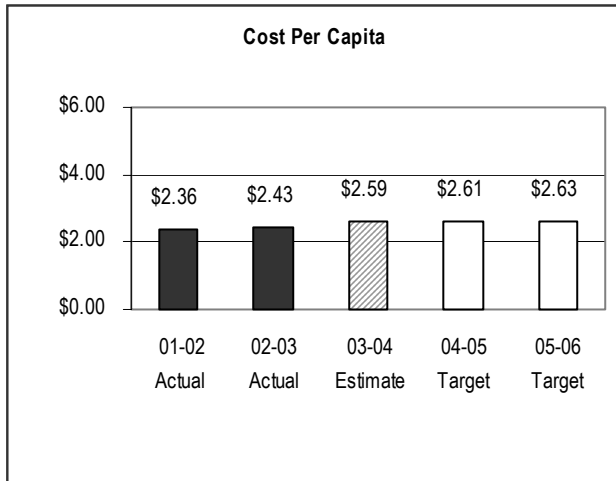
	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	89,675	72,655	(17,020)
TOTAL REQUIREMENTS	1,902,664	1,971,598	68,934
NET COUNTY COST	1,812,989	1,898,943	85,954

AUTHORIZED POSITIONS

Salary Resolution	15.0	15.0
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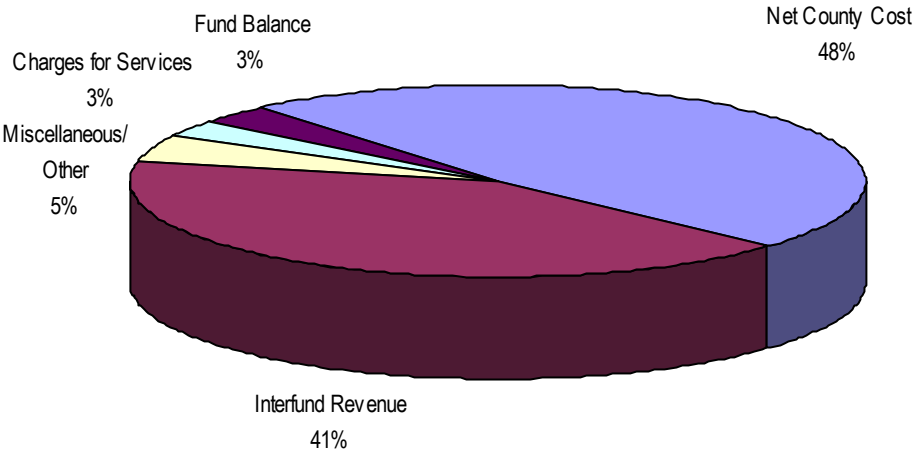
Budget Unit Description

The Board of Supervisors establishes legislative policy for the efficient administration of County government and ensures the delivery of services required for the general health, welfare and public safety of the residents and taxpayers of San Mateo County. The Board's five members are elected to four-year terms and supported by a staff of ten. Board members are elected countywide to serve the district in which they reside. The Board of Supervisors exercises legislative and quasi-judicial authority, and works with County departments, other local government agencies and citizens to achieve the goals identified in its *Shared Vision 2010* report. This commitment includes holding community forums, monitoring goals and reporting progress to the citizens of the County.

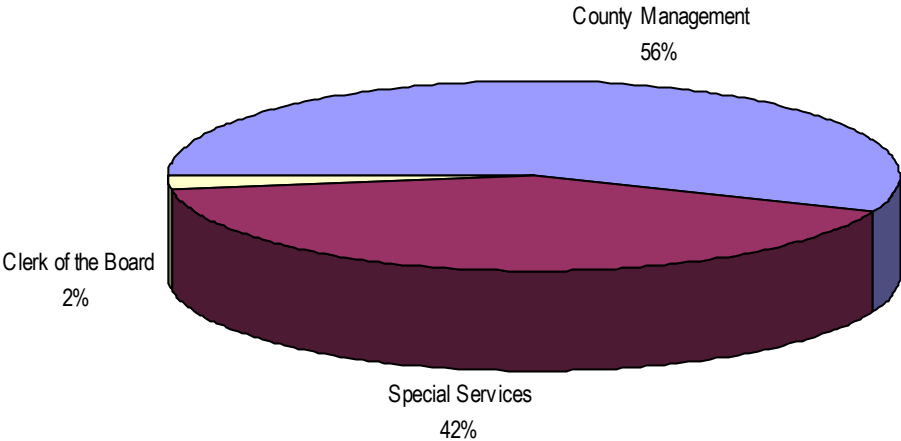


County Manager/Clerk of the Board (1200B)

FY 2004-05 Recommended Sources



FY 2004-05 Recommended Requirements



**County Manager/Clerk of the Board (1200B)
General Fund**

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	3,361,017	3,860,056	499,039
TOTAL REQUIREMENTS	6,939,279	7,438,318	499,039
NET COUNTY COST	3,578,262	3,578,262	

AUTHORIZED POSITIONS

Salary Resolution	23.0	23.0
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Department Mission Statement

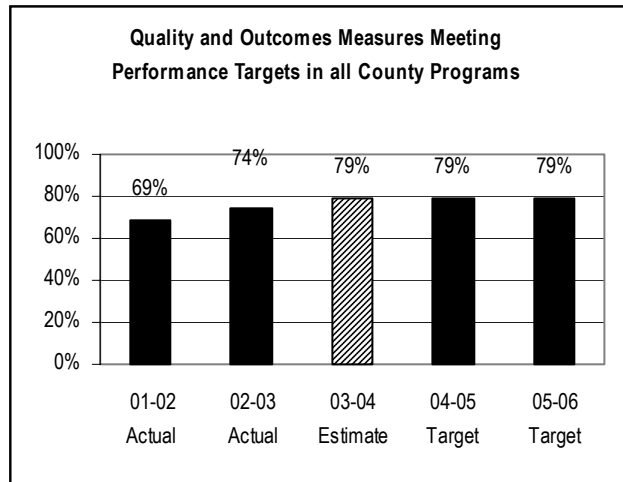
The County Manager/Clerk of the Board implements the policies and goals established by the Board of Supervisors for the residents of San Mateo County by planning, directing and coordinating the work of County departments; preparing and monitoring the County budget; administering the legislative program and coordinating Countywide public affairs and events; preparing agenda items and providing support to the Board for its public meetings; and managing major capital projects and County real property requirements.

Contributions to Shared Vision 2010 Goals

The County Manager/Clerk of the Board contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** As the primary resource for citizens interested in serving on Boards and Commissions, the Clerk of the Board provides information to residents regarding Boards and Commissions and processes their applications.
- **Goal 2:** In collaboration with the Board of Supervisors and County departments, the Intergovernmental and Public Affairs Unit provides residents with the opportunity to learn about the local government process by semiannually offering a 12-week Citizens Academy. PenTV provides educational programming including the airing of Board of Supervisors meetings.
- **Goal 20:** County Management considers future impact rather than temporary relief or immediate gain in policy recommendations.
- **Goal 21:** The Budget and Analysis Unit has implemented Outcome-Based Management (OBM) to integrate the County's Shared Vision 2010 Goals into the planning and resource allocation processes of County departments. It ensures that program plans and budgets are in alignment with County goals, and monitors the performance of programs and services to track progress toward goal achievement.

- **Goal 22:** County Management collaborates with other local governments to develop solutions that provide better service to the public through joint powers and shared agreements such as Animal Control, Library and Emergency Services. The Real Property Unit currently provides services to other local governments.



Story Behind Baseline Performance

The County Manager/Clerk of the Board includes the following programs:

- County Management
- Clerk of the Board
- Special Services

Accomplishments that have contributed to improved performance and progress this past year include:

Provided Resources and Training

- Provided State budget update and legislative training session with cities, non-profits and Santa Clara and Alameda counties

- Conducted Countywide Media Training Workshop
- Provided training sessions for the County's Management Development/Mentoring Program
- Provided Outcome-Based Management (OBM) Basics and Performance Measurement training for managers
- Coordinated and provided two Fiscal Officers Training Academy classes: Budget Development Overview and Position Control
- Increased number of documents on the intranet, including Administrative Memoranda and budget information

Represented the County's Interests in State/Federal Deliberations

- Passed Child Care Pilot (AB1326), Retirement Benefit Changes (AB398) and Aging and Long Term Uniform Intake Pilot (AB786)
- Defeated SB593 which would have transferred assessing authority from County Assessor to the State Board of Equalization
- Defeated realignment equity proposal
- Conducted an informational Request for Proposal for selection of Federal lobbyist
- Concluded the year-long Access to Education Task Force with issuance of final report
- Secured \$640,000 in Federal funds through Health Services Agency grant
- Initiated the San Mateo County Transit Oriented Affordable Housing Pilot Project (AB269)
- Worked to relocate State Parole Office away from the County's Child Care Center

Enhanced Public Education and Communication

- Conducted Fall 2003 Citizens Academy and "mini" sessions on the State budget process and Dad & Me at the Library (San Mateo Medical Center)
- Began State fair booth planning
- Published Board meeting minutes online

Improved Performance and Budget Monitoring Capabilities

- Improved internal process for budget monitoring
- Improved performance measures documentation and reporting

Streamlined Internal Processes

- Consolidated the duties of the Assessment Appeals and the Clerk of the Board to streamline processes and realize cost savings
- Updated internal administrative policies to improve timeliness and accuracy of Board meeting deliverables
- Reduced the number of days to complete Board meeting minutes
- Updated the contracts database to better track Board-approved agreements

Managed New Facility Construction and Renegotiated Leased Property Agreements

- Began construction of the 295,285 square foot Youth Services Center in San Mateo
- Issued lease revenue bonds to finance Youth Services Center Project

- Negotiated an innovative and flexible lease (at a cost of \$1.44 per square foot, furnishings and communications wiring provided by landlord) for the Human Services Agency's new Health Information Telecenter
 - Facilitated creation of a temporary Media Annex to meet the request of the media for special accommodations during high profile court trial
 - Finalized lease negotiations for Burlingame Long Term Care
 - Leased a new facility for the relocation of Women, Infant and Children (WIC) clinic in Redwood City
 - Worked to declare a portion of County property in South San Francisco as surplus property for use as affordable housing site
 - Temporarily relocated Elections records to facilitate modifications to Elections building
 - Conducted analysis of mobile home park rents
 - Provided acquisition of right-of-way services for various cities and public agencies
- Major challenges over the next two years will be:
- To protect the County's share of State/Federal funding
 - To represent the County's interests during continued reductions in State/Federal funding and efforts to achieve constitutional protection of local government revenue sources
 - To provide ongoing support to departments during periods of staff turnover as a result of increased retirements
 - To identify long-term space requirements
 - To secure flexible long-term leases at or below market rate
 - To control costs in view of accelerated construction inflation due to steel and fuel prices
 - To manage complex assessment appeals filings
 - To improve Boards and Commissions recruitment process
 - To stabilize jail population
 - To identify and secure new sources of funding for County operations

Department Priorities

The County Manager/Clerk of the Board will meet performance targets by doing the following:

Promote the County's Interests and Secure Federal/State Funding

- Work to pass housing and special park bills
- Secure Federal funding for Section 8 Housing, Youth Services Center, San Mateo Medical Center (SMMC) improvements and Crime Lab
- Participate in California Youth Authority/Juvenile Justice System Reform task force
- Continue to work on Realignment equity, Educational Revenue Augmentation Fund and Trial Court Funding
- Develop a Memorandum of Understanding (MOU) with SMMC for indigent health care services
- Secure additional Disproportionate Share Hospital (DSH) funding for SMMC

Continue Countywide Training and Improvements to Policies and Practices

- Develop Fee Policy and prepare consolidated budget/financial policies document
- Conduct user fee analysis and explore further opportunities for full cost recovery
- Continue offering existing Fiscal Officers Training Academy classes and begin development of Budget Monitoring module
- Continue work on improving contracts review and approval process
- Explore cost-effective options for replacement or upgrade of budget system due to vendor phase-out

Improve Performance Data Reliability and Usage

- Jointly design and implement program assessments/data reviews with departments on a pilot basis
- Increase use of performance benchmarking
- Continue to provide OBM Basics, Performance Measurement training for managers
- Develop and conduct the first training session on Managing with Data
- Continue to improve customer survey use and reporting of results
- Provide training on use of performance measures database and report

Refine and Streamline Countywide Processes

- Develop an Agenda Flow process that will improve the Agenda packet procedure
- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- Continue to reduce the number of days to complete Board meeting minutes
- Review the feasibility of transferring historical data to the Department's Electronic Document Management System (FileNet) in order to publish these documents online

- Continue to develop strategies to inform the public of the availability of the agenda and supporting documents available online
- Continue implementation and update of recruitment and appointment procedures for Boards and Commissions
- Develop database/program that will offer capability of historical tracking of membership information including names, positions and terms and allow the Board of Supervisors and County staff to access database information
- Develop strategies to inform the public of the availability of the Boards and Commissions recruitment information and application online

Manage Capital Projects and Leased Facilities

- Coordinate activities related to the construction of the Youth Services Center
- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

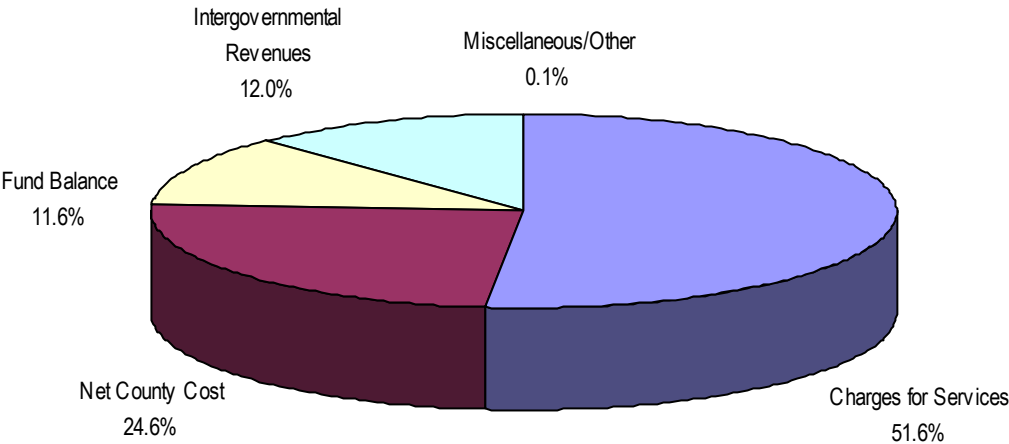
Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

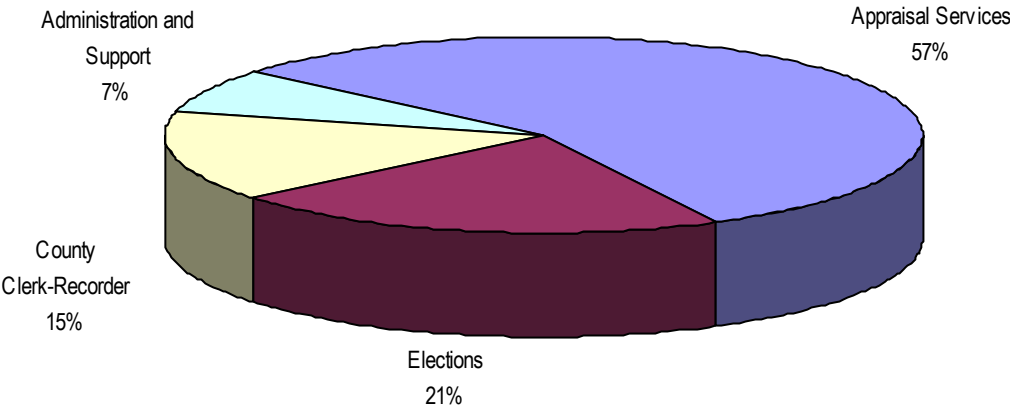
- Reduction to operating expenses including general office supplies and internal services charges
- Reduction in County membership dues and various contributions to other agencies
- Additional reimbursement for capital projects, legislative and administrative services provided
- Revenue enhancements for Assessment Appeals services

Assessor-County Clerk-Recorder (1300D)

FY 2004-05 Recommended Sources



FY 2004-05 Recommended Requirements



**Assessor-County Clerk-Recorder (1300D)
General Fund**

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	14,907,115	13,899,085	(1,008,030)
TOTAL REQUIREMENTS	20,241,612	18,432,982	(1,808,630)
NET COUNTY COST	5,334,497	4,533,897	(800,600)

AUTHORIZED POSITIONS

Salary Resolution	123.0	121.0	(2.0)
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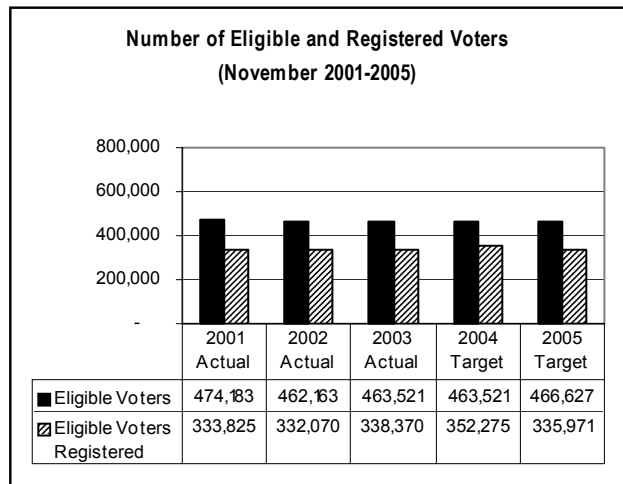
Department Mission Statement

The mission of the Assessor-County Clerk-Recorder (ACR) is to register County voters and efficiently conduct honest elections; ensure equitable treatment of County property owners by accurate and fair valuation of land, improvements and businesses; and create an accurate public record of recorded transactions relating to people and property within San Mateo County.

Contributions to Shared Vision 2010 Goals

The Assessor-County Clerk-Recorder (ACR) contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** ACR assesses and implements new voter registration ballots and voting systems by minority language and disabled voters.
- **Goal 2:** ACR registers eligible voters and conducts honest and accurate elections on behalf of the citizens of San Mateo County.
- **Goal 22:** ACR develops plans to engage community groups to register voters and provide voter education; collaborates with title companies, vendors and government agencies to promote the electronic recording of documents; and contributes to the County Geographic Information System; and partners with San Mateo County Financial Officers and Building Officials to promote the exchange and sharing of critical data.



Story Behind Baseline Performance

Assessor-County Clerk-Recorder includes the following programs:

- Appraisal Services
- Administration and Support
- Elections
- County Clerk-Recorder

Accomplishments that have contributed to improved performance and progress this past year include:

Improved Voter Registration and Election Administration

- Conducted three major elections and prepared ballots in three languages
- Implemented the Peninsula Democracy Corps to provide full staffing of Election Day poll workers

Improved County Clerk and Recording Services

- Received a 92% customer satisfaction survey rating
- Expanded eGovernment initiatives by providing marriage license and fictitious business name statement applications online

Improved Property Assessment Services

- Produced a 12.5% improvement in the time lag between Residential Sale and Notice
- Received a 100% approval rating by San Mateo County Finance Officers Group (SAMFOG) for production of improved assessment roll projections

Major challenges over the next two years will be:

- To maintain high customer satisfaction while implementing additional eGovernment technologies
- To produce more accurate financial projections in a rapidly changing local economy
- To implement the Federal Help America Vote Act
- To continue to deliver services and meet goals in light of reduced funding levels

Department Priorities

The Assessor-County Clerk-Recorder will meet performance targets by doing the following:

Develop and Implement New Technologies and eGovernment Solutions

- Acquire and implement a new voting system to comply with the Help America Vote Act (HAVA) of 2002 by the March 2006 Gubernatorial Primary Election
- Integrate the Geographic Information System (GIS) with recorder system

Improve and Expand Community Partnerships

- Develop a Poll Worker Academy to improve service to voters
- Continue to work in partnership with city building officials to implement electronic transfer of building permit data
- Continue to work in partnership with SAMFOG members to improve financial data exchanges

- Collaborate with the Assessment Appeals Board to reduce the appeal resolution timeline

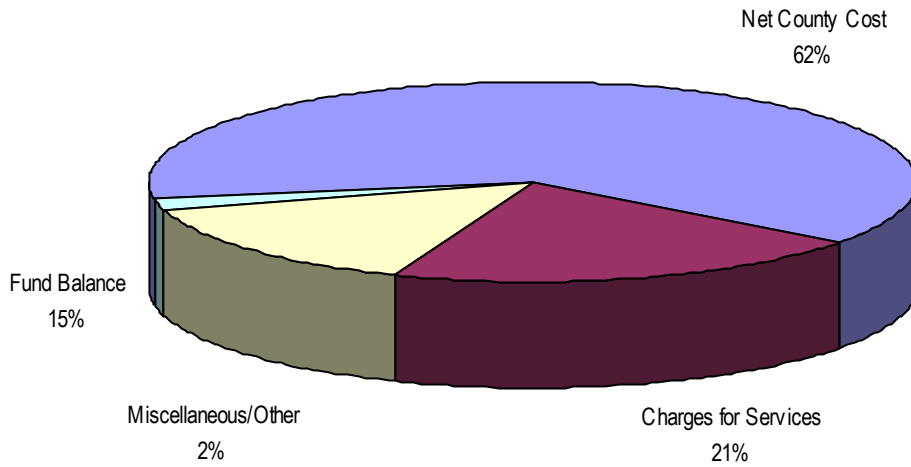
Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

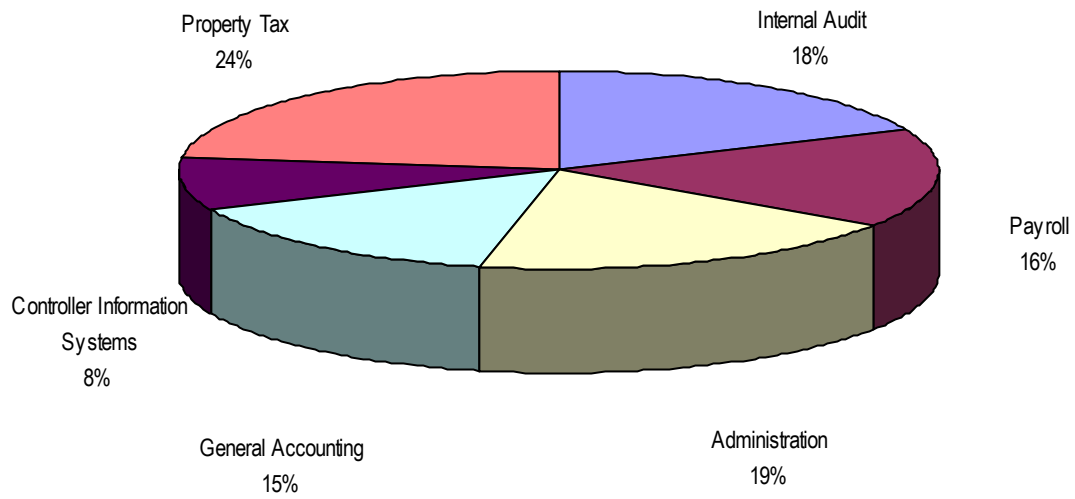
- Elimination of two vacant positions
- Utilization of County Clerk-Recorder's Micrographic Conversion Trust Fund
- Adjustment of revenue sources including Document Recording and Supplemental Tax Administration Fees

Controller's Office (1400B)

FY 2004-05 Recommended Sources



FY 2004-05 Recommended Requirements



**Controller's Office (1400B)
General Fund**

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	2,211,870	2,134,049	(77,821)
TOTAL REQUIREMENTS	5,840,889	5,763,068	(77,821)
NET COUNTY COST	3,629,019	3,629,019	

AUTHORIZED POSITIONS

Salary Resolution	41.0	41.0
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Department Mission Statement

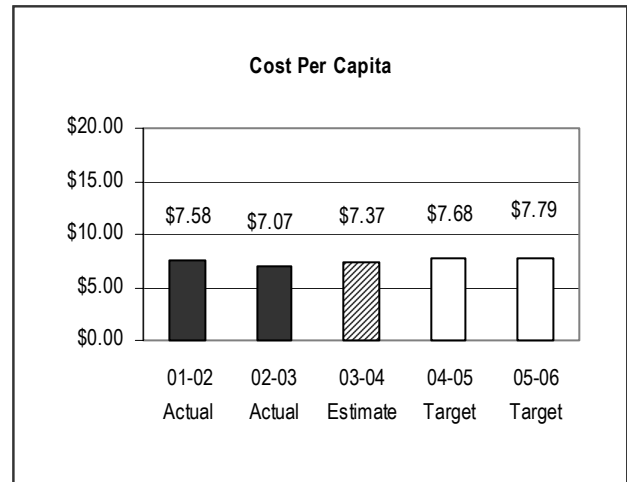
The Controller's Office contributes to the stability and efficiency of the County by working collaboratively with County departments, cities, special districts, other local agencies and the taxpayers of San Mateo County to provide high quality accounting, auditing, payroll and tax accounting services and financial information in a courteous, cooperative and cost-effective manner.

- **Goal 21:** The Controller's Office maintains positive working relationships with its partners by providing timely and accurate financial information, mandated compliance audits, vendor payments, County and special district payroll processing, and records (as required by law) to the public, vendors, employees, and special clients like the County auditors, the District Attorney's Office, the Courts, bonding companies and State and Federal agencies.

Contributions to Shared Vision 2010 Goals

The Controller's Office contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 2:** The Controller's Office staff gives generously to County sponsored initiatives that strengthen the community – like the HeartWalk, the 2nd Harvest Food Bank, and RecycleWorks and provides special accounting services to special districts including Local Agency Formation Commission (LAFCO) and County initiatives like the Fatherhood Collaborative.
- **Goal 20:** The Controller's Office supports the County's overall vision by providing responsive overhead services, in the most cost effective and efficient manner, thereby leveraging County resources for programs and direct services.
- **Goal 20:** By working with the Assessor and Treasurer-Tax Collector, as well as the cities, school districts and special districts, the Controller's Office helps to maintain the fiscal stability of the County's 135 public agencies that provide residents with high quality community services.
- **Goal 20:** The Controller's Office conducts operational, management and financial audits to help County management identify cost effective and/or efficient business strategies as well as new revenue to assure the ongoing viability of programs, the conservation of tax dollars and the fiscal stability of County operations.



Story Behind Baseline Performance

Controller's Office includes the following programs:

- Administration
- Internal Audit
- Payroll Services
- Controller Information System
- General Accounting
- Property Tax and Special Accounting

Accomplishments that have contributed toward meeting performance targets and progress this past year include:

Maximized County Revenues and Strengthened Fiscal Operations

- Generated and/or saved a total of \$38 million in revenue enhancements and cost savings from operational audits such as the Educational Revenue Augmentation Fund (ERAF) audit which generated \$37.5 million in unexpected revenue for local taxing agencies wherein the County received \$25.4 million
- Completed the first phase of the Property Tax Upgrade Project which improved cash flow due to improved processing procedures of tax bill notifications

Improved the Quality and Accessibility of the County's Financial Information for the Public

- Posted the Property Tax Rate Book on the Controller's Internet website which allows the public access to financial information easily while decreasing printing costs
- Published the award-winning Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Report (PAFR) to provide easy public access to financial information about the County
- Published both the 2003 CAFR and PAFR on the County's website for easy access by taxpayers, city and special district finance staff and County management

Undertook Major Technology Improvement Projects

- The Controller's Office, Information Services Department, and the Government Finance Officers Association (GFOA) in cooperation with County departments gathered the necessary requirements for the Request for Proposal for an Automated Time Keeping and Scheduling System
- Began Phase II of the Roll Extension Project which will enable the Controller's Office to electronically distribute apportionment reports and payments and post information on the Internet, consequently saving time and money
- Completed project plan for installation of next generation (web-based, eCommerce-oriented) of County's financial system (IFAS 7i) and began testing

Major challenges over the next two years will be:

- To maintain high customer satisfaction in light of budget reductions
- To balance current workload and ensure that the service needs of customers are met in a professional and timely manner
- To develop two new training programs and materials for IFAS users to coincide with the Countywide release of the IFAS 7i upgrade
- To complete the Automated Time Keeping and Scheduling Project on schedule and within budget
- To maintain quality services and morale while transitioning to new systems and processes with fewer resources and limited staff
- To retain and develop County employees due to anticipated retirements

Department Priorities

The Controller's Office will meet performance targets by doing the following:

Meet or Exceed Performance Targets

- Conduct customer surveys to collect statistical data to determine the level of satisfaction rating and identify those services that need to be modified or improved
- Maintain a flexible, supportive work environment to keep morale high and turnover low
- Maintain high customer satisfaction and high quality service
- Complete the Property Tax Upgrade Project
- Increase training opportunities for IFAS users
- Offer interactive web-based services to County customers, such as Appropriation Transfer Requests forms, W-4 payroll deduction forms, e-mail notification for online approvals or purchase requests, etc. via the Controller's intranet
- Actively participate in the Requirements and Implementation Phase of the Automated Time Keeping and Attendance Process which will increase the accuracy and timeliness of payroll time and data input by eliminating manual timecards; increase data collection accuracy; and reduce time coding errors, retroactive time reporting corrections and number of manual payroll checks issued
- Continue providing quality and accessible County financial information for the public such as the CAFR and PAFR
- Complete automation of the tax apportionment process (Phase II)
- Automate the roll maintenance process

Reduce Liabilities, Protect Resources and Enhance Revenue

- Develop Contracts Management processes and training and automate other accounting cycle processes
- Provide the electronic invoice receipt and payment feature for departments (opportunity to eliminate manual accounts payable entry and check-writing for departments)
- Promote effective and efficient operational strategies Countywide by working with County management to reduce risks, maximize opportunities and improve/streamline County processes resulting in revenue enhancements and cost reductions
- Install web-based, eCommerce-oriented IFAS 7i

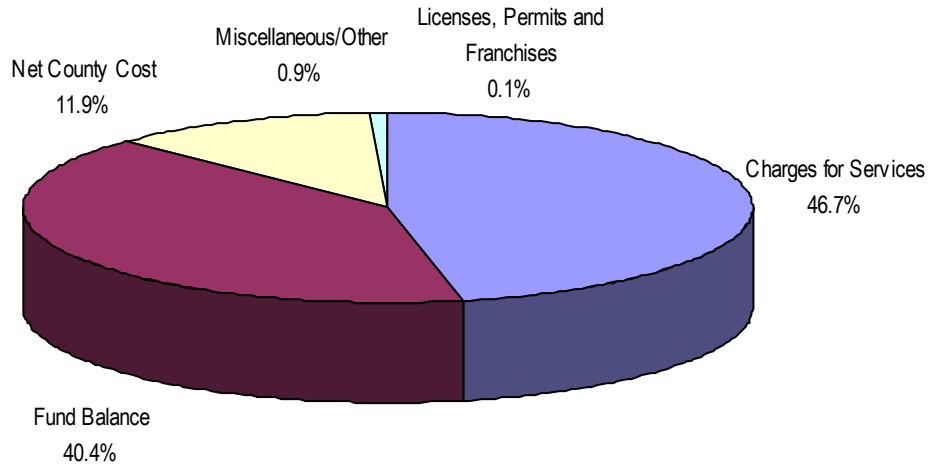
Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

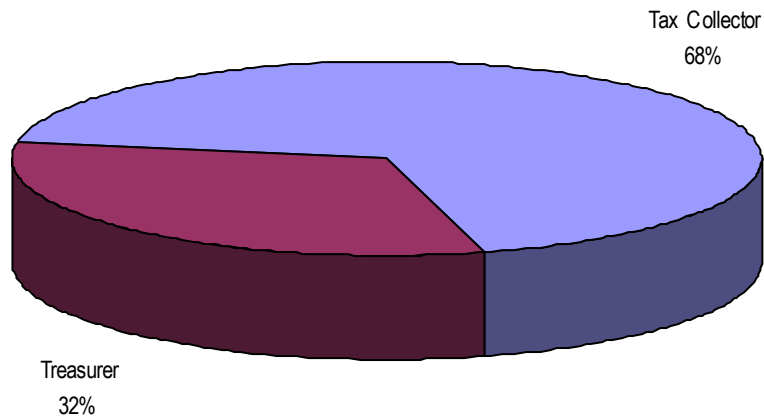
- Enhancement of revenue through Property Tax/Assessment Collections
- Enhancement of revenue through operational audits
- Reduction in Extra Help staffing
- Reduction of Reserves
- Reduction in various general office supplies accounts

Treasurer - Tax Collector (1500B)

FY 2004-05 Recommended Sources



FY 2004-05 Recommended Requirements



Treasurer - Tax Collector (1500B) General Fund

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	4,987,630	5,676,866	689,236
TOTAL REQUIREMENTS	5,757,589	6,446,825	689,236
NET COUNTY COST	769,959	769,959	

AUTHORIZED POSITIONS

Salary Resolution	28.0	28.0
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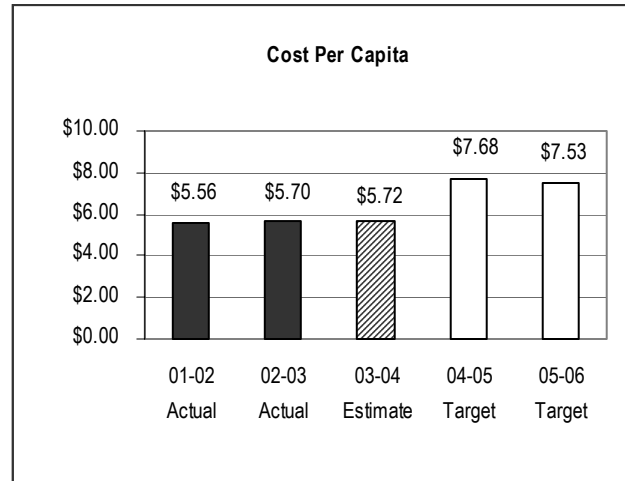
Department Mission Statement

The Treasurer-Tax Collector manages and protects the County's financial assets and ensures the greatest return on County funds through the efficient collection of property taxes and professional administration of the County treasury.

Contributions to Shared Vision 2010 Goals

The Treasurer-Tax Collector contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 20:** The Treasurer-Tax Collector's Office ensures government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain by continuing to develop eGovernment strategy.
- **Goal 21:** The Treasurer-Tax Collector's Office, through the efficient collection of property taxes, provides funding to County departments and tax agencies to incorporate the County vision and goals into their services.
- **Goal 22:** The Treasurer-Tax Collector's Office collaborates with several County departments on issues affecting the entire County: Information Services Department on eGovernment solutions; Controller on a tax apportionment project; Assessor on improvement of the overall tax system; San Mateo Medical Center and Revenue Services on a payment processing solution.



Story Behind Baseline Performance

The Treasurer-Tax Collector includes the following programs:

- Tax Collector
- Treasurer

Accomplishments that have contributed toward meeting performance targets and progress this past year include:

Improved System Capabilities

- Improved access to data and long-term storage capabilities through digital imaging of deposits
- Improved tax collection systems and processes in collaboration with the Assessor's Office and Controller's Office
- Developed a universal scan line to facilitate bill payment processing for other County departments
- Developed an eCheck process to allow taxpayers to use their checking account instead of a credit card for online tax payments

- Processed over 380,000 tax bills representing \$1.1 billion in collections
- Processed 98% of the first and second installment tax payments within five days of receipt
- Surpassed the statewide average collection rate for the Secured and Unsecured tax roll

Improved Communication and Services to Pool Participants

- Outperformed the State's Local Agency Investment Fund (LAIF)
- Provided above average earnings in comparison to similar funds with like securities
- Ensured cash flow forecasting remained strong
- Increased the pool market value by \$256 million or 11.9%
- Increased the number of pooled accounts from 961 to 1,045
- Improved communication with investment partners through electronic reporting and surveys
- Received an overall customer satisfaction rating of good or better from 100% of customer survey respondents

Improved Cash Processing Services

- Maintained cost controls on banking and custodial services
- Processed 25,326 deposits, 95.9% within one day of receipt

Major challenges over the next two years will be:

- To handle the increasing demand for services with limited resources
- To market the County Pool Fund i.e.: acquiring new participants/maintaining current pool participation
- To decrease reliance on independent companies for system maintenance
- To continue consistent accuracy of cash flow analysis in light of economic conditions/market fluctuations
- To manage legislative changes relating to the tax collection process
- To enhance technology, including the current Interactive Voice Response (IVR) System
- To maintain costs involved with producing a tax bill
- To continue upgrades to the CASHNET cashiering system which requires replacement

Department Priorities

The Treasurer-Tax Collector will meet performance targets by doing the following:

Streamline the Collection/Deposit Process

- Print and mail bills as early as possible

- Communicate to depositing departments refined policies and procedures regarding submitting deposit permits in a timely manner
- Research technology and security upgrades in the cashiering area
- Upgrade or replace the CASHNET cashiering system
- Explore the option of converting checks into an electronic transaction file or Automatic Clearing House (ACH) transmission
- Develop interface ability between the IVR System for credit cards and the Tax Collector's database restricting payments to the correct per parcel amount and denying the systems current ability to accept partial payments
- Explore automated roll correction/Board changes with the Assessor and Controller
- Continue to refine the filter mechanism on the Secured tax roll name and address update process to ensure only valid corrections generate a duplicate bill
- Continue to develop and refine the Secured tax roll extension process on the Tax Collector's AS/400 server
- Continue to train staff on legislation impacting the workplace

Improve Customer Service

- Continue to distribute customer service surveys to pool participants and make available to customers in lobby areas
- Implement customer suggestions, if any, when financially and administratively feasible
- Improve and enhance comprehensive financial reports and spreadsheets for pool participants via e-mail

Enhance Revenue

- Perform technology upgrades or enhance existing features of investment resource equipment, as funding permits
- Explore benefits of becoming a pilot program for Union Bank of California in implementing Check 21 legislation to reduce float
- Complete development of a universal scan line to facilitate bill payment processing for other County departments
- Pursue approval to increase licensing fees to a level in line with surrounding cities and counties

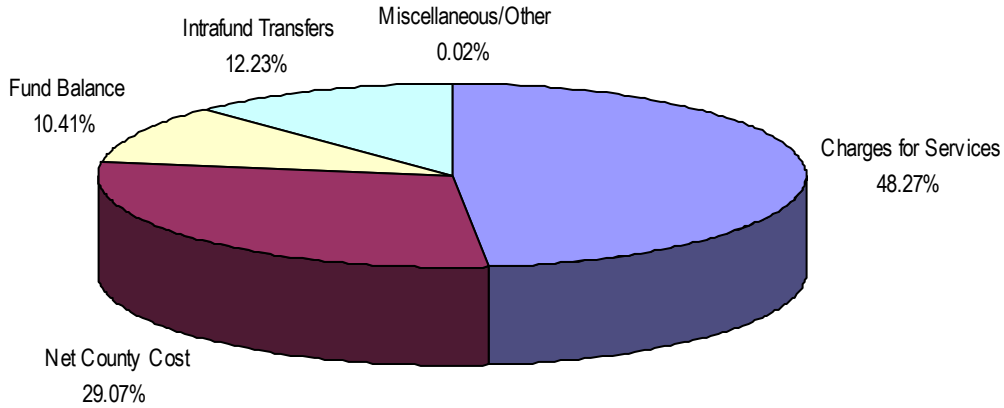
Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

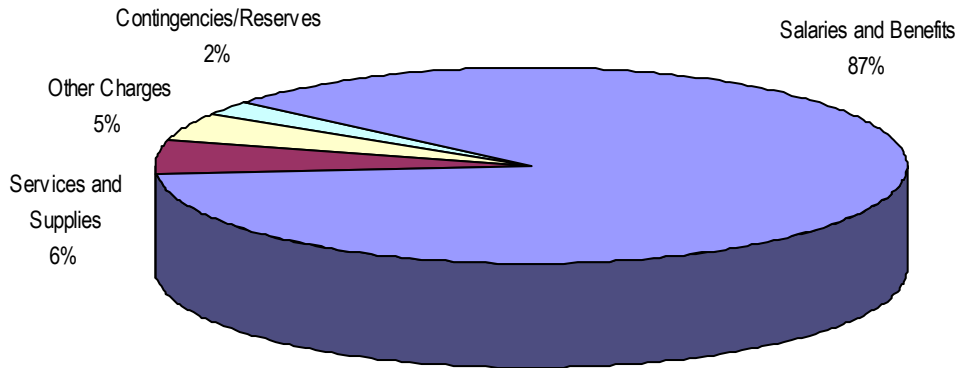
- Reduction in Contract accounts
- Adjustments to Tax Collector Fees

County Counsel (1600B)

FY 2004-05 Recommended Sources



FY 2004-05 Recommended Requirements



**County Counsel (1600B)
General Fund**

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	3,071,222	3,716,846	645,624
TOTAL REQUIREMENTS	4,912,114	5,557,738	645,624
NET COUNTY COST	1,840,892	1,840,892	

AUTHORIZED POSITIONS

Salary Resolution	38.0	37.0	(1.0)
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Department Mission Statement

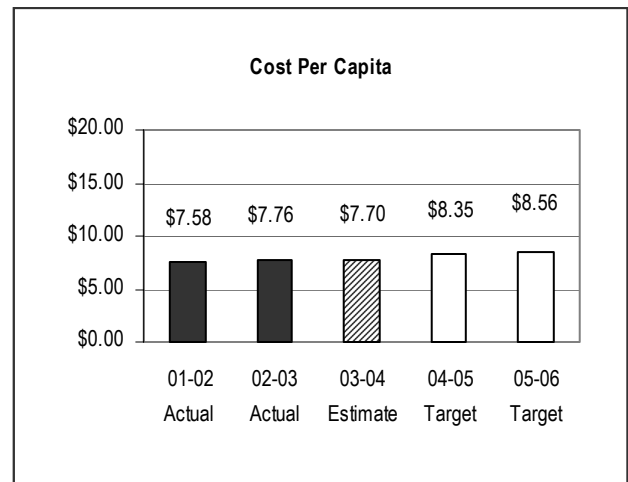
The County Counsel's Office provides high quality and timely legal services to the Board of Supervisors, all County departments and agencies, elected officials, boards and commissions, various school districts, special districts, and other public agencies so that they may carry out their responsibilities in a manner fully consistent with the law. The County Counsel's Office provides high quality legal representation to these clients in disputes before administrative agencies and the courts with the goal of achieving the best results in a timely manner.

Contributions to Shared Vision 2010 Goals

The County Counsel's Office contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1.** Representing the County's equal employment goals and the Equal Benefits ordinance helps ensure that the County's diverse population works well together to build strong communities and effective government.
- **Goal 3, 4 and 19:** Providing legal services to the schools, the Community College District and First 5 Commission helps ensure that children have access to childcare/early learning opportunities, educational and improved K-12 education.
- **Goal 5:** Spearheading compliance with the new federal provisions regarding privacy of health information, Health Insurance Portability and Accountability Act (HIPAA), ensures residents have access to healthcare free of any concern.
- **Goal 6:** Representing the Human Services Agency, especially, the Children's Protective Service, ensures that children grow up in safe and supportive homes.
- **Goal 8:** Representing the Public Guardian and conservatorship program helps vulnerable people achieve a better quality of life.
- **Goal 9 and 11:** Representing the Housing Authority and the Planning Division of Environmental Services supports housing for people at all income levels.

- **Goals 14 and 15:** Representing the Department of Parks and Recreation, and particularly work with respect to the proposed countywide park funding mechanism and the San Bruno Mountain Habitat Conservation Plan, helps the County preserve and enhance important natural resources and provide residents access to parks and recreational activities.
- **Goal 20 and 22:** Providing sound well reasoned and correct legal advice to County departments and other clients allows government decisions to be based on future impact, rather than immediate gain.
- **Goal 23.** Representing a variety of public entities in addition to the County, including schools, special districts and the First 5 Commission as well as cooperation with City Attorney offices, fosters broader regional solutions for issues and promotes effective communication and collaboration for strategic approaches to issues affecting the entire County.



Story Behind Baseline Performance

The County Counsel's Office is committed to providing the highest level of professional legal services to the Board of Supervisors, County departments and other agencies and districts. Legal advice needs to be accurate and thorough. All attorneys in the Office are knowledgeable in their areas of substantive expertise, well informed about County regulations and policies, provide advice which is practical and effective, provide creative solutions to difficult problems, maintain a high standard of ethics and integrity and work with their clients in a spirit of cooperation. All attorneys must communicate clearly and concisely, keep clients sufficiently informed about the progress of their matters, must return communications promptly, keep clients informed about changes in the law and must complete their assignments within a reasonable amount of time.

The following are major accomplishments in the current year:

- Provided legal advice in drafting and implementation of mobile home license ordinance and rental control ordinance and facilitated acquisition by tenants of El Granada Mobile Home Park
- Finalized retirement litigation with savings of hundreds of millions of dollars to County and the Retirement System
- Provided legal support for acquisition of the Burlingame Long Term Care
- Spearheaded implementation of HIPAA rules to ensure privacy of medical information
- Provided ongoing legal advice for the update of the San Mateo County Local Coastal Program and the Devil's Slide Improvement Project
- Drafted ordinance regulating Bed and Breakfast homes
- Finalized San Francisquito Creek flood litigation at minimal cost to County
- Continued representation of County's interest in appeal of judgment regarding the County's financial privacy regulations
- Represented the County before the Public Utilities Commission (PUC) regarding the Pacific Gas & Electric (PG&E) transmission lines

Major challenges over the next two years include:

- To provide legal support for a number of complex matters, including the implementation of the Housing Endowment and Trust, the update of the Local Coastal Program, the implementation of changes to the County Child Protective Services System and the resolution of a number of lawsuits arising out of last year's flooding along Colma Creek
- To manage workload despite reduced appropriation levels

Department Priorities

The County Counsel's Office will meet performance targets by doing the following:

Achieve 95% Overall Customer Satisfaction Rating with Legal Services

- Emphasize continuing education to develop a higher level of expertise and meet client needs by participating in both outside and in-house continuing legal education courses
- Provide training on legal issues to clients
- Keep clients better informed of matters by advising clients periodically of the progress on matters
- Develop closer working relationships with clients by ensuring greater availability for face-to-face meetings

Win or Resolve at Least 93% of General Litigation Cases with Approval of Client

- Seek removal of clients from litigation as early as feasible
- Provide periodic updates to clients regarding progress of litigation
- Assess risks of a favorable or unfavorable result as early in the litigation process as possible to provide guidance on the advisability of settlement or alternative dispute resolution (arbitration, mediation or early neutral evaluation)
- Vigorously represent the client in alternative dispute resolution
- Use dispositive motions, where appropriate, to resolve cases prior to trial
- Vigorously represent the client in the event of trial

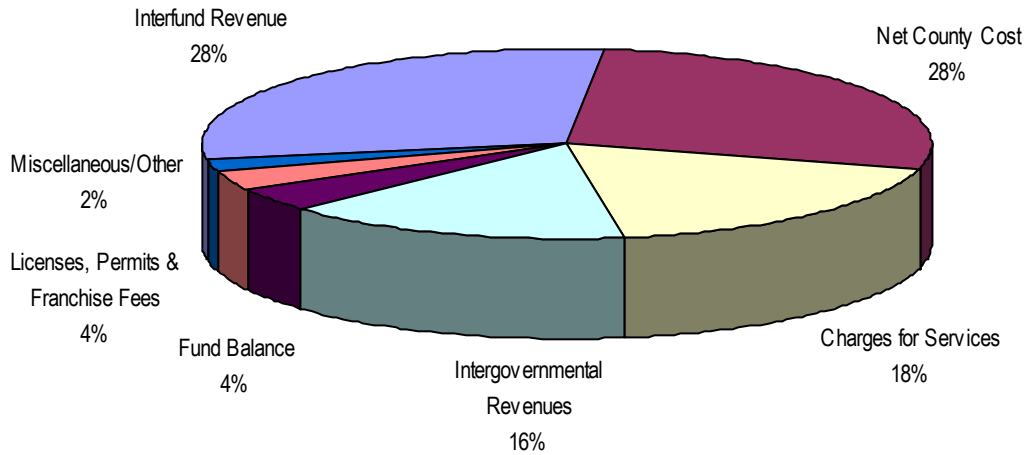
Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

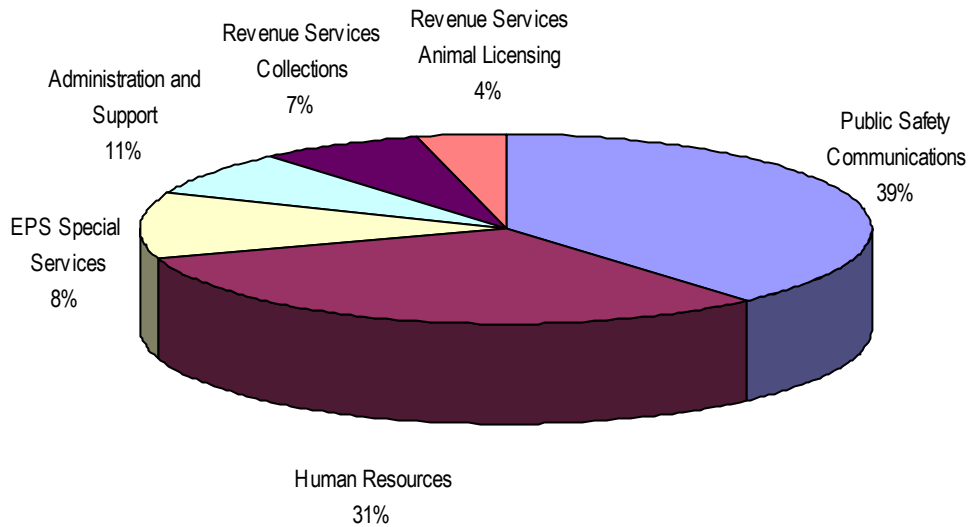
- Deletion of one vacant support staff position
- Closure of office for one week to generate salary and benefits savings
- Reduction in computer hardware and software accounts
- Additional reimbursements from self-insured and probate conservatorship programs for services provided by staff

Employee and Public Services (1700D)

FY 2004-05 Recommended Sources



FY 2004-05 Recommended Requirements



Employee and Public Services (1700D) General Fund

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	12,263,981	12,153,296	(110,685)
TOTAL REQUIREMENTS	16,888,613	16,777,928	(110,685)
NET COUNTY COST	4,624,632	4,624,632	

AUTHORIZED POSITIONS

Salary Resolution	175.0	171.0	(4.0)
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Department Mission Statement

In partnership with others, Employee and Public Services anticipates and responds to the diverse needs of employees and their families, departments and the public by providing quality resources and services to make the County and community a better place to live and work.

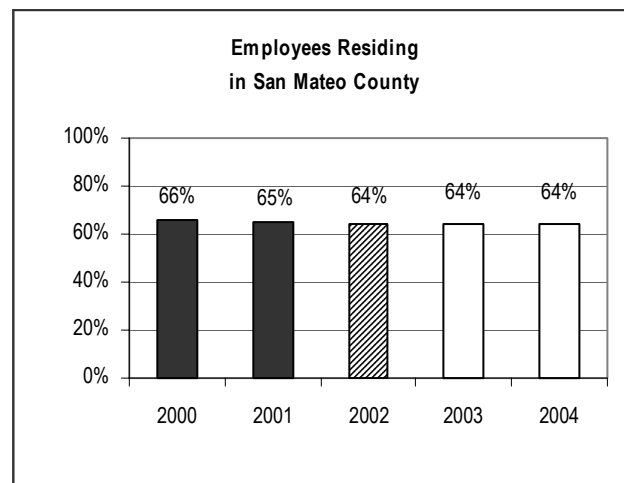
Contributions to Shared Vision 2010 Goals

The Employee and Public Services (EPS) Department contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** EPS Human Resources assures the provision of equal employment opportunity and supports department employee recruitment efforts that reflect the population served by the County.
- **Goal 3:** EPS Human Resources administers the County's contract for the operation of the County's Child Care Center (Our Place) and offers regular educational seminars to all employee parents to address safety, health and other current parent issues.
- **Goal 4:** EPS Administration and Human Resources provides employees of the County, other public agencies and non-profit organizations with a wide array of skill-based and educational training, such as on-site associate, bachelor and master's degree courses, tuition reimbursement, online and classroom training in needed skills.
- **Goal 5:** EPS Human Resources administers the County's health care plans for employees, retirees and their dependents. A wide array of screening and risk reduction programs are offered through the Health and Fitness Program and the County's long-term partnership with Stanford University at little or no cost to the County or participants.
- **Goal 7:** The 9-1-1 Public Safety Communications Center dispatches for fire agencies, law agencies, the County's contracted ambulance provider and various other public agencies. A healthy and safe County working environment is

protected through insurance and a wide array of occupational health and safety programs.

- **Goal 14:** Environmental Purchasing Policy is designed to increase the use of environmentally preferable products and services, including recycled content products, non-toxic materials, energy and water efficient products. The County has an extensive recycling program as well as a surplus property program.
- **Goal 16:** EPS Human Resources supports employee recruitment efforts that are focused primarily in San Mateo County and the Bay Area. In 2002, 64.1% of County employees resided in the County.
- **Goal 22:** Key strategic partnerships have enhanced services. The consolidated fire/Emergency Medical Services dispatch service has improved response times. The partnership with nonprofit agencies has enabled those agencies to save money by participating in the County's purchasing, training and recruitment advertising programs. The cities and special districts participate in the County's Training Programs.



Story Behind Baseline Performance

Employee and Public Services includes the following programs:

- Administration and Support
- Human Resources
- Public Safety Communications
- Revenue Services - Animal Licensing
- Revenue Services - Collections
- EPS Special Services (Copy Center, Mail Services, Purchasing)

Accomplishments that have contributed to improved performance and progress this past year include:

Improved Employee Recruitment, Retention and Development

- Implemented a comprehensive differential pay program for military reserve employees called to active duty in the Middle East
- Implemented the online notification for registration for training programs
- Expanded the Reinstatement/Rehire Program for hard-to-fill classifications which enables former employees to have their sick leave and vacation accruals restored
- Implemented a second Management Development/Mentoring Program to assist employees in their development and prepare them to assume higher level positions in the County. Twenty-five more managers are participating in this 12-month program, which covers such topics as leadership expectations, program/change management and public presentations
- Conducted over 40 recruitments to fill 276 positions at Burlingame Long Term Care
- Implemented a Health Care Flexible Spending Account which permits employees to pay for eligible health care expenses (including, medical, dental and vision) on a pre-tax basis. There are 530 employees enrolled in the program with an anticipated \$106,000 savings for plan participants and the County
- Redesigned New Employee Welcome to a half day format and implemented a web-intranet based presentation for Benefits and Retirement options
- Assisted 42 individuals in their efforts to resolve workplace conflicts through the Workplace Mediation Program since the program's inception in June 2002. Agreements have been reached with 90% of mediations.
- Streamlined and shortened the hiring and selection process for entry-level and lateral dispatcher recruits
- Developed and implemented a comprehensive Mentoring and Succession Planning Program for Supervising Communications Dispatchers
- Developed updated performance standards for all positions in Revenue Services

Improved Ability to Provide High Quality Law Enforcement, Fire and Medical Dispatch Services

- Implemented the dispatch component of a state-of-the-art trunked radio system for over 1,500 users in Law Enforcement, Emergency Medical Services, Animal Control, Public Works,

Building Inspection, Parks and Recreation, and the City of Redwood City. This new system improves the coverage and reliability of emergency communications

- Completed the first phase of the Emergency Fire Dispatch Program by conducting training for over 30 public safety dispatchers
- Updated and standardized dispatch protocols for law enforcement mutual aid communications delivery
- Served as the only Public Safety Communications representative on a statewide Homeland Security Committee
- Implemented communications protocols for a countywide Electronic Tracking System by law enforcement in apprehension of bank robbers
- Installed and implemented a state-of-the art automated Alarm Monitoring Board for County building and facility security
- Supported countywide law enforcement by conducting communications coordination for high profile special operations such as: Avoid the 23, Car Seat Safety Campaign, Sheriff's "Operation Graffiti Master" and U.S. Marshall's Fugitive Apprehension Task Force
- Created and installed a software interface between the Computer Aided Dispatch (CAD) System and the Sheriff's Records Management System

Improved Cost Effectiveness

- Installed an automatic phone dialing system for a more efficient and effective way of contacting debtors and increasing collections
- Completed the pilot of the online requisition/certification system for use by departments in hiring and promoting personnel, thereby simplifying and improving the tracking and management of records
- Expanded participation in Heart Walk to 537 employees and \$104,000 in contributions to the American Heart Association in 2003, representing a significant increase from the 357 employees and \$70,499 in contributions received in 2002
- Completed the assessment, design and testing for the upgrade for the personnel/payroll system in conjunction with the Controller's Office and Information Services Department (ISD)
- Implemented a process which allows payments (credit card and checks) to be made by phone
- Updated the Revenue Services website providing more information for debtors
- Completed the contract with the Franchise Tax Board which allows the County to utilize this organization as another collection resource
- Expanded the use of bi-lingual billing information
- Added additional tools for locating debtors
- Updated the Animal Licensing website to provide more information to pet owners
- Continued to work with County Veterinarians to provide licensing information to pet owners
- Implemented an outreach program to increase the number of licensed pets in the County

- Provided the animal licensing web-page link to cities to ensure easy access for pet owners within their jurisdiction
- Conducted purchasing training for more than 80 departmental purchasing representatives, thereby enhancing purchasing efficiencies
- Renegotiated the Countywide contract for copy machines, reducing the cost to departments by 10% and saving the County approximately \$150,000 over a two-year period. The renegotiation also included a commitment by the vendor to donate all machines as their terms end to the County surplus program for reuse by departments and non-profit agencies
- Purchased fuel-efficient electric/gas hybrid vehicles for the Department of Public Works for countywide use, saving departments money and preserving our natural resources
- Consolidated County vending machines under a single countywide contract, maximizing purchasing power and reducing electricity usage
- Auctioned County passenger vans to local non-profits, saving them money and maximizing County reuse objectives
- Negotiated a new lease for an upgrade of the Copy Center's two high volume copy machines at a reduced cost, enabling the production of certain jobs in half the time with improved quality
- Reduced and consolidated afternoon mail pickup/delivery routes while maintaining twice a day service to key locations, in light of staff reductions due to budget cuts
- Improved the method of delivery of certified mail by the local United States Post Office, resulting in increased accuracy of mail delivery
- Explore an online Tuition Reimbursement registration, approval and payment system
- Continue to provide education and outreach to nonprofit agencies, cities and special districts regarding the services provided by the County, including training, vendor agreements and recruitment advertising
- Continue to explore the expansion of web-based service delivery to customers, such as online registration and enrollment for benefits
- Explore the feasibility of implementing additional retention/career development programs
- Provide systematic Quality Assurance feedback to staff in the areas of Law Enforcement Mutual Aid Communications, Emergency Medical Dispatch and Emergency Fire Dispatch
- Study the feasibility of upgrading the automated telephone system to support state-of-the-art operations including mapping, Global Positioning System (GPS) and wireless 9-1-1 callers
- Assist the Sheriff's Office in the integration of Mobile Data Terminals in patrol cars
- Develop a "9-1-1 for Kids" Program targeted at pre-school and grade-schoolers
- Develop instructional pamphlets to educate elderly and bilingual residents on what to expect when they call 9-1-1 for police, fire and medical service
- Continue to provide technical assistance to departments on policies and procedures, product lines, vendor agreements and use of systems
- Continue to provide training on procurement policy, practices and procedures
- Continue to meet with departments on a regular basis to identify how to improve procedures and how to better understand future departmental needs

Major challenges over the next two years will be:

- To maintain high customer satisfaction after budget reductions
- To manage the complex Employee Relations and Equal Employment Opportunity (EEO) formal and informal complaints
- To retain and develop County employees due to anticipated retirements
- To improve dispatch operation call processing times
- To maintain revenue collections in a downturn economy
- To expand the use of technology
- To reorganize the management structure as a result of anticipated retirements

Department Priorities

Employee and Public Services will meet performance targets by doing the following:

Improve Customer Satisfaction and Overall Performance in All Programs

- Implement the new activities in the 2002-04 EPS Plan
- Complete the implementation of the upgrade of the personnel/payroll system in conjunction with the Controller's Office, ISD and all County departments
- Expand the online requisition/certification system to all departments

Reduce Liabilities, Protect Resources and Enhance Revenue

- Implement an online payment system for Revenue Services
- Explore an automated liability claims management system for Risk Management
- Design mandated training for managers and employees to educate them on laws and regulations affecting the workplace
- Certify and implement the nationally recognized Fire Calltaking/Dispatching system in order to standardize call screening, dispatch delivery and equipment allocation
- Assume full communications and dispatch responsibilities for the South San Francisco Fire Department, completing countywide fire service communications consolidation
- Pursue grant opportunities to equip a law enforcement emergency back-up communications facility
- Certify as a nationally recognized "Center of Excellence" in Emergency Medical Dispatch in order to ensure quality patient care and efficient resource utilization
- Implement a new payment system that allows debtors to pay outstanding invoices online
- Continue to work with the Probation Department to automate the account referral process

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- Pilot a direct payment deposit program with the Treasurer's Office in conjunction with the online payment system
 - Expand outreach program beginning with a pilot in the City of San Carlos in an effort to increase the number of licensed pets in the County
 - Develop an online payment process for Animal Licensing
 - Establish a Countywide vendor agreement for the purchase of recycled printer cartridges
 - Consolidate cell phone contracts under a single vendor
 - Continue to research the cost/benefit of new technologies and fiscally sound equipment upgrades that improve efficiency and lower cost margins
 - Replace the current mass production copy machine with one that enables on-line job ordering

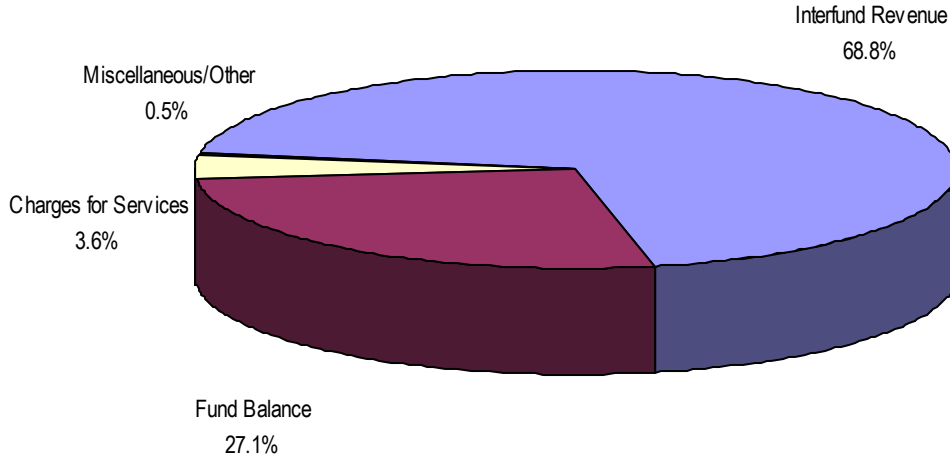
Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

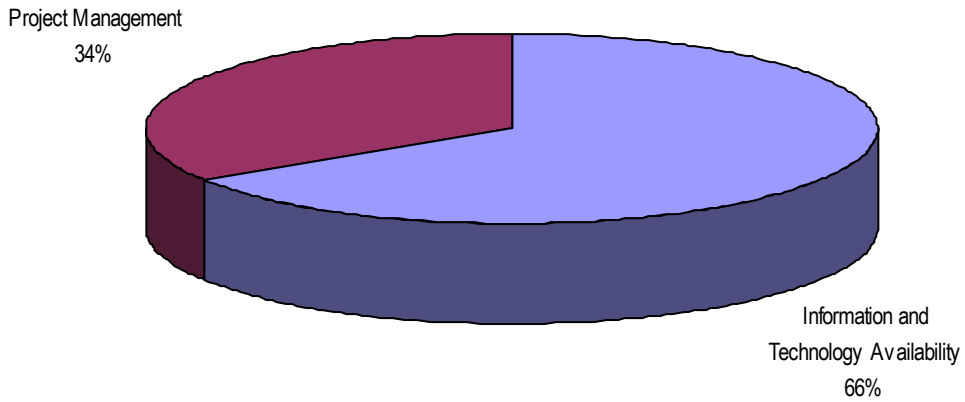
- Deletion of four positions from the following divisions: Human Resources and Public Safety Communications
- Reduction in copy and mailing costs due to expansion of online services
- Reduction in contract costs
- Elimination of the organizational development function
- Reduction in software license costs

Information Services Department (1800B)

FY 2004-05 Recommended Sources



FY 2004-05 Recommended Requirements



**Information Services Department (1800B)
General Fund**

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	14,621,554	15,089,412	467,858
TOTAL REQUIREMENTS	14,621,554	15,089,412	467,858

AUTHORIZED POSITIONS

Salary Resolution	144.0	137.0	(7.0)
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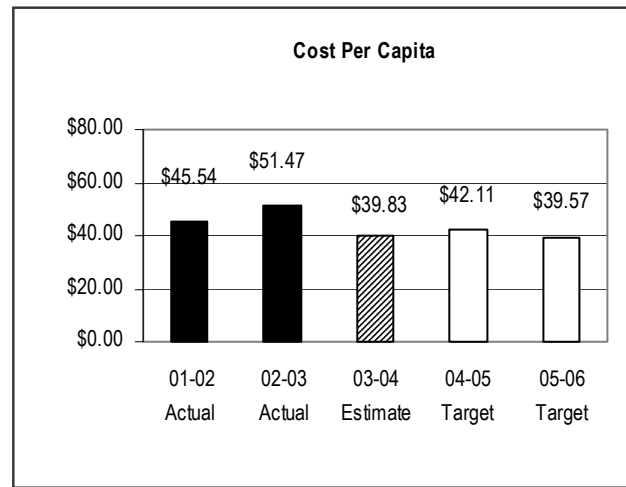
Department Mission Statement

The Information Services Department assists County departments achieve their missions through the use of information technology by establishing a cost-effective direction for information technology management, including network design, applications development, database administration and information reporting, data center operations, operating system support and collaborative services.

Contributions to Shared Vision 2010 Goals

The Information Services Department (ISD) contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 7:** ISD contributes to the goal of public safety by ensuring that the County's law enforcement and emergency medical radio systems provide effective coverage and are available; and that Criminal Justice information is accurate and available only to appropriate staff and agencies.
- **Goal 10:** ISD assists departments in making land use decisions by providing and maintaining a Geographical Information System (GIS).
- **Goal 20:** ISD developed Countywide Information Technology Strategic Plan (ITSP) to set long range Information Technology (IT) direction, using a Countywide visioning approach.
- **Goal 22:** A key element in effective cross-departmental communication is the voice and data networking infrastructure designed, built and maintained by ISD



Story Behind Baseline Performance

Information Services includes the following programs:

- Technology and Information Availability
- Project Management

Accomplishments that have contributed to improved performance and progress this past year include:

Implemented Project Management Standards

- Completed the procedures and systems to track Program goals
- Provided training to ISD staff on the Program and processes

Established Methods to Measure the Outcome of the Project Management Program

- Implemented standards for measuring project success
- Further refined systems to track project performance

Enhanced the County's IT Security

- Continued to improve the County's ability to withstand intrusion from the Internet by adding firewall layers
- Installed advanced, proactive anti-virus software on over half of the County's 4,000 plus computers

Led Program Development Efforts to Reduce the Cost of Information Technology

- Implemented a "Technology Refresh" program to leverage the County's collective purchasing power for PC acquisitions
- Demonstrated the ability to provide standard PC maintenance at a 1:200 Technician to PC ratio
- Played the lead role in the development of the Countywide IT Strategic Plan (ITSP)
- Started and facilitated the Countywide IT Standards Committee

Major challenges over the next two years will be:

- To ensure that staff have incorporated the Project Management Program in their business approach
- To communicate to ISD's customer base the importance and value of ISD's OBM Program in light of their expectation of ISD to provide more for less
- To maintain a high availability computing environment in today's fiscal climate
- To effectively communicate to departments the need to use a Countywide perspective on all IT projects

Department Priorities

The Information Services Department will meet performance targets by doing the following:

Reduce Cost of PC Acquisition and Cost of Standard Maintenance

- Continue to explore alternative technologies and ownership strategies
- Continue to develop and promote remote desktop administration in an effort to reduce the maintenance cost of PC's

Maintain Network and Server Availability

- Continue to develop internal depth-of-support able to handle network and server support calls through the highest level of difficulty
- Continue the network assessment program enabling departments to have a formal review of their IT infrastructure with recommendations based upon the department's business needs in advance of their budget cycle
- Continue the in-house IT Technician development program that offers department based IT personnel with advanced training and skills

Promote Web Based IT Security

- Implement agent based virus protection software on all of the County Windows and Novell servers and Windows workstations
- Implement a centralized method of providing critical security updates to Windows based workstations and servers available to all County Departments
- Filter 100% of incoming E-Mail for viruses and Spam

Ensure IT Projects Follow Established Project Management Procedures

- Continue to train staff in the Project Management Program

- Continue to refine aspects of the Project Management Program processes and procedures

Ensure IT Projects are Completed on Time and Within Budget

- Develop, implement and provide staff training in project estimation methodology for IT projects
- Ensure that clear change control and scope management procedures are established and practiced
- Continue to communicate with departments on project status, including steps necessary to keep projects on track

Budget Reduction Summary

The following adjustments were made to keep rates flat:

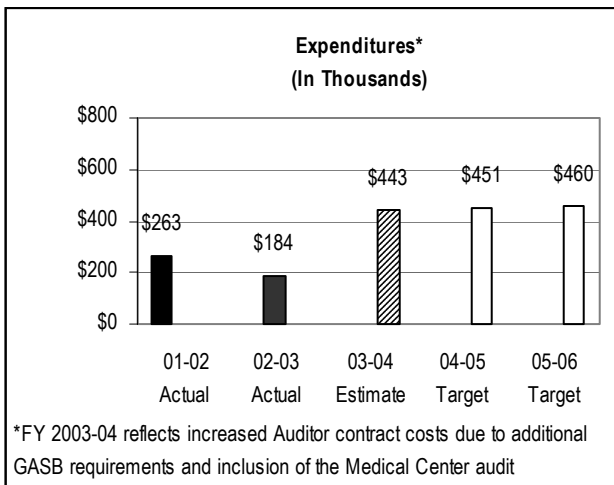
- Elimination of seven vacant positions
- Reductions in contractor use
- Reductions in the use of overtime

**Grand Jury (1920B)
General Fund**

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	21,543	9,436	(12,107)
TOTAL REQUIREMENTS	442,682	451,468	8,786
NET COUNTY COST	421,139	442,032	20,893

Budget Unit Description

The San Mateo County Civil Grand Jury is a statutory body impaneled annually for the purpose of general investigating activities relating to local government. The Grand Jury may investigate any department of San Mateo County government, any city in the county, any of the special districts in the county or in certain cases, non-profit organizations or agencies in the county. The Grand Jurors are selected by the Superior Court and are under the guidance of a Superior Court Judge. However, the Grand Jury functions as an independent body and the direction of its investigations are determined by the Grand Jury itself. Specific areas of concern are documented and appropriate recommendations are made. This report is submitted to the Board of Supervisors. A formal response is required within 60 days by elected officials and 90 days by all others. A separate Criminal Grand Jury is drawn by order of the Presiding Judge, as necessary, for the purpose of returning criminal indictments.



**First 5 San Mateo County (1950B)
First 5 Fund (Information Only)**

	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	43,572,322	43,661,481	89,159
TOTAL REQUIREMENTS	43,572,322	43,661,481	89,159

AUTHORIZED POSITIONS

Salary Resolution	8.0	8.0
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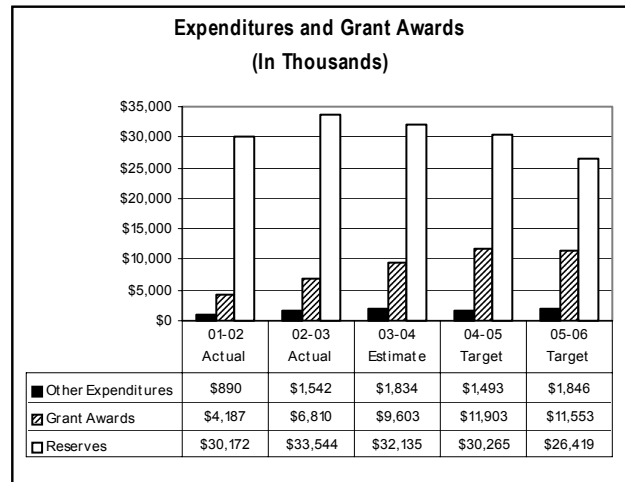
Budget Unit Description

First 5 San Mateo County was created in 1998 with the passage of Proposition 10, the California Children and Families First Act. The Act levied tobacco tax to support a comprehensive, collaborative and integrated system of information and services that promote early childhood development for children ages 0 to 5. The Act also created a state commission and individual county commissions to oversee expenditures and funding priorities. The First 5 San Mateo County Commission is an independent body comprised of nine members, including a member of the Board of Supervisors, the Health Services Director, the Human Services Director, the County Superintendent of Schools, the Chief of Pediatrics and four public members from the fields of early childhood education, health care, and family support.

The Commission is committed to maximize the impact of its funding strategies and recognizes that funds are expected to decrease in future years. In FY 2001-02, Commissioners adopted an innovative 10-year strategic and financial plan to guide future investments. The Plan is updated annually and provides a framework to promote sustainability of projects by investing uncommitted funds and future annual allocations in broad initiatives that support systemic change. First 5 San Mateo County's multiyear, multilayered approach to funding allows for planning new and innovative programs, launching large-scale strategic initiatives, and providing ongoing support to existing grantees.

First 5 San Mateo County has moved closer to the full execution of six strategic initiatives by implementing both the Children's Health Initiative (CHI) and SmartKids, as well as funding the Prenatal-to-Three program's home visiting component as part of the Commission's Early Brain Development Initiative. The vision of CHI is for all children residing in San Mateo County to have access to quality health care through comprehensive health insurance, and the Commission has earmarked \$2.3 million annually to target young children ages 0 to 5 in support of this vision. SmartKids, a child care facilities improvement fund aims to increase the supply of high quality care for young children. Technical assistance and supplies have already helped to establish new child care centers and expand existing ones to combat a shortage of affordable care. Home visits,

health screenings, and case management services have been provided to at-risk families with young children through the Prenatal-to-Three program's home visiting component which serves as a significant support system in optimizing young children's cognitive development. First 5 San Mateo County has also encouraged and facilitated collaborations among programs and agencies and provided leadership in completing comprehensive community design processes for the Preschool for All and Early Brain Development Initiatives. As a good steward of Proposition 10 funds, the Commission carefully plans and responsibly approaches the issues of systems change, policy change, and service delivery improvement, at the same time recognizing that this work is the result of collaborative efforts and the high level of involvement from community partners.



**Retirement Office (2000B)
Retirement Trust Fund (Information Only)**

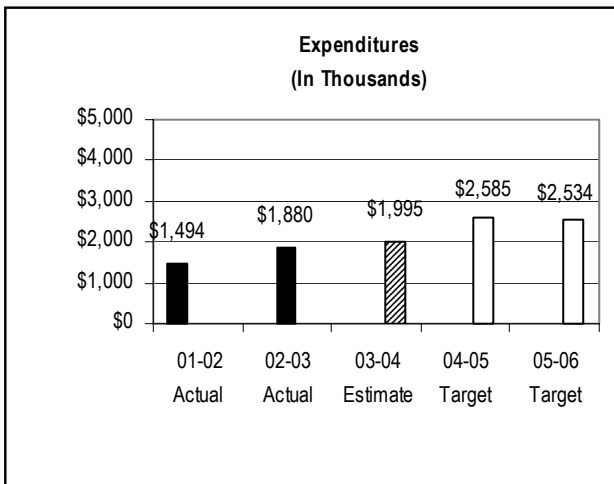
	Revised 2003-04	Recommended 2004-05	Change 2004-05
TOTAL SOURCES	1,994,500	2,585,096	590,596
TOTAL REQUIREMENTS	1,994,500	2,585,096	590,596

AUTHORIZED POSITIONS

Salary Resolution	11.0	15.0	4.0
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Budget Unit Description

The Board of Retirement strives to provide caring, fair, accurate, timely and knowledgeable professional service to clients and the public; to prudently manage the assets and actuarial liabilities of the Retirement System, so as to minimize the cost to the County, while assuring the ability to pay all earned benefits; and to constantly improve the effectiveness of services and the efficiency of its operations. *SamCERA* was established on July 1, 1944 by the Board of Supervisors to provide defined benefit retirement programs for San Mateo County employees, retirees and their beneficiaries. *SamCERA* is governed by a nine-member Board of Retirement, which is empowered by the State Constitution to serve as fiduciary for *SamCERA*'s members and as Administrator of the County's Retirement System.



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